BEST AVAILABLE COPY

Utah Department of Corrections

1991 Annual Report

BEST AVAILABLE COPY

The Department of Corrections 1991 Annual Report, a fiscal year document, covers the period of July 1, 1990, to June 30, 1991. This report reviews the various roles, missions, and accomplishments of the Department during this period of time. The directory and organizational charts are current to September 1, 1991, while all other information reflects fiscal year 1991.

Nineteen Ninety-one has been of year of patriotic reflection. Members of the Department of Corrections have watched as co-workers and friends left for the Middle East. For those who served in Desert Storm and those who stayed behind, for taking on an additional workload and for tireless dedication to State and Nation, we dedicate this 1991 issue of the Utah Department of Corrections Annual Report.

Utah Department of Corrections

Dear Governor Norman H. Bangerter, Senators, Representatives, and the Citizens of Utah:

"Rehabilitation" or habilitation has been a process which has experienced much more failure than measurable success. To the extent that success has been achieved,the positive result has involved innovative ideas; a target offender group which is currently susceptible to that approach; and an objective realistic evaluation of success and failures within the program.

Programming to offer any promise of consistent success must have clear direction, should involve coordination with all elements of the system which will influence or be influenced by the program, and be continually evaluated (and, if necessary, modified) in a dispassionate manner. As Corrections professionals we must be guided by measurable, objective observations rather than tradition or subjective evaluation. Too much of the treatment and programming in Corrections is, unfortunately, entered into and justified based on tradition, slanted "research" which looks for any evidence to support preconceived notions, and/or current fad.

When establishing the programming conferences beginning 1989, it was an attempt:

1. to provide a marketplace for ideas and concepts concerning offender programming, treatment, and education;
2. to provide a forum for discussion and evaluation of the worth of various programming approaches;
3. to assist interagency coordination, cooperation, and interaction; and
4. to serve as a catalypt for action in the coming year.

The concept of the programming conferences in 1989 coincided with first stage of development of the Utah Department of Correction's track system of offender programming, and my naming of a full-time director of inmate program services.

Each programming conference has been not only a catalyst for future growth and innovation, but has been a celebration of the programming progress and achievements of the year just ending. Indeed, 1991 has been a year of great progress, and I have no doubt that the November 1991 Programming Conference will launch an outstanding effort in 1992, a year which will see UDC leadership passed to a new Executive Director.

As with previous years, successes will result from the efforts of innovative, dedicated staff; interagency cooperation and interaction; and willingness to replace tired, unproved concepts with more promising approaches. We will continue to have detractors who feel better criticizing from the sidelines; from self-appointed experts in and out of government; and from advocates for one cause or another. As with any endeavor, we must have the courage to make correct decisions rather than popular decisions or those decisions based on current, accepted wisdom.

Sincerely,

Gary W DeLand

Gary W. DeLand
Executive Director

Utah Department of Corrections

Contents

Major Accomplishments 1
Offender Accomplishments 13
Office of the Executive Director 15
Division of Administrative Services 29
Division of Field Operations 41
Division of Institutional Operations 53
Division of Technical Services 93
Division of Correctional Industries 103
Appendices 119
Percentage of Felons Admitted to Prison 1982 to 1991 120
Felony Admission Rates 1982 to 1991 121
Changes in End-of-Month Class A Probation Population 1980 to 1991 122
Changes in End-of-Month Felony Probation Population 1980 to 1991 123
Changes in End-of-Month Inmate Population 1980 to 1991 122
Average Length of Stay in Prison for Release 1982 to 1990 125
Changes in End-of-Month Misdemeanor Probation Population 1980 to 1991 126
Changes in End-of-Month Parole Population 1980 to 1991 127
Projections of Demand for Inmate Bed Space Through 1997 128
Percentage of Inmates Convicted of a Sex Offense 1980 to 1991 129
Changes in Utah's Incarceration Rates Per 1000,000 Population 1980 to 1990 130
Western States Incarceration Rates Per 100,000 Population December 31, 1990 131
Adult Corrections Statistics "Snapshot" of Inmates 132
Adult Corrections Statistics "Snapshot" of Parolees 143
Adult Corrections Statistics "Snapshot" of Probationers 136
Department Director 139
Department Employees (as of September 13, 1991) 145
1991 Annual Award Recipients 153
In Memoriam 156

Office of the Governor

Norman H. Bangerter
Governor of the State of Utah

The many successes enjoyed by the Department of Corrections during the past year are due, in large measure, to the consistent support extended to the Department by the Governor and members of his staff. Governor **Norman Bangerter** has continued to provide stable rational leadership though, at times, confronted with irrational criticism of the Department and frequently with difficult decisions that need to be made at the Governor's level. His support for securing necessary resources to realize our mission has been of tremendous value.

Mark Jones, Executive Director of the Council on Criminal and Juvenile Justice, has served the Department through his coordinating efforts with other Departments of State Government and other interested parties. His interest in and sensitivity to correctional issues has enhanced the effectiveness of operations of Corrections and maximized the input and success of various other criminal justice agencies.

Val Oveson, Lt. Governor and the most recent addition to the Governor's staff, Chief of Staff **Steve Mecham**, have served the Department well by interpreting to others the mission and needs of the Department of Corrections. Their efforts at gaining legislative support and providing vital feedback to the Department have been especially helpful.

W. Val Oveson
Lt. Governor of the State of Utah

Steve Mecham
Chief of Staff, Governor's Office

Mark Jones, Executive Director
Council on Criminal and Juvenile Justice

Utah Department of Corrections

Acknowledgments

As in previous years, this report represents the efforts of numerous individuals throughout the Department. This process ensures a more accurate representation of information concerning the organization. This report was designed and created through the Executive Office, and printed by inmates of the Utah Correctional Industries print shop. Thanks to Adrian Overton (UCI print shop supervisor) and the following individuals for special assistance in making this effort successful.

Editor

Nannette Johnson
Publicity Assistance

David R. Franchina, Editor
Assistant Director

B. Lynne Forrey
Publicity Assistance

Bob Huetter
Administrative Services

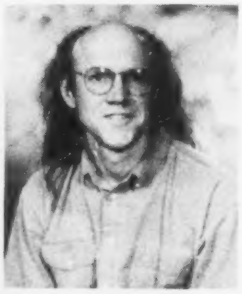
Colleen Carr
Field Operations

Pam Elliott
Technical Services

Richard Burt
Institutional Operations

Louise Stark
Correctional Industries

Christine Mitchell
Research and Planning



Cliff Butter
Research and Planning

Major Accomplishments

Major Accomplishments

Administrative Services

The hallmark of the Division of Administrative Services continues to be professionalism, dedication and the production of a quality work product. These achievements are made possible by the staff members who are prepared to meet the increasing demands and challenges in a professional and dedicated manner.

Personnel Section

This Bureau received and processed a total of 9,000 applications while the training section held eight pre-service academies, four conversion academies and graduated 324 employees from these two programs.

Financial Services Bureau

As the Department has grown with the addition of new facilities on the widespread effect of the Fair Labor Standards Act the Bureau has processed more than 360,000 documents, including warrant requests, interdepartmental transfers, travel reimbursement, payroll checks, time sheets, and leave forms.

Facilities and Construction Bureau

There have been several major accomplishments achieved by the staff of the Facilities and Construction Bureau this year. A Life Safety Coordinator for the Department was hired and as a direct result, standardized fire and life safety training guidelines were developed and implemented. Written outlines and standardized training for all staff members concerning fire and life safety issues have been completed and are currently being utilized.

Major Accomplishments

Field Operations Community Correctional Centers

This year Centers Region (a region consisting of six Community Correctional Centers) continued the planning and design for a new co-ed community correctional facility in the Ogden area. This center will offer a comprehensive combination of treatment opportunities and community protection. Planning has been closely coordinated with local community leaders and has their full support. Steps have also been taken to locate interim housing for the current center residents while the new center is being built.

Focus in Centers' Region this year has been on increased community protection without sacrificing programming. Sex offender programming remains on the forefront nationally and Utah is not an exception. The incest offender program at Fremont and the sex offender program at the Ogden Center continue to flourish. The Bonneville sex offender program continues to expand in an effort to meet the growing sex offender population being released from prison. This year Centers' Region has added a contract treatment program for female sex offenders. This is one of the nation's first such programs for females.

The Mentally Ill Offender Program at Orange Street Community Correctional Center continues to set an example for the rest of the nation in how to deal with this type of population. This program has created a united effort between the Department of Corrections and Salt Lake Valley Mental Health. Both agencies work for the ultimate goal of returning the mentally ill offender to society with no criminal behavior and the mental illness under control.

The literacy lab at Bonneville Community Correctional Center is another accomplishment this year. Because reading abilities are needed to progress through sex offender treatment, those offenders who are illiterate are often unable to benefit from treatment. The literacy lab is a computer based training program designed to take offenders from non-reading to a fifth or sixth grade reading level. This enables them to benefit from therapy. It also instills the reading abilities necessary to read a bus schedule, fill out a job application, and enjoy a newspaper.

Major Accomplishments

Field Operations Adult Probation and Parole

Region II (Ogden) has had the Pretrial Release Program in conjunction with the county and Weber County Jail for a number of years. Offenders are interviewed after being jailed to determine their stability in the community and the potentiality for appearing for their next court date. The program has been very beneficial for the jail in order to relieve overcrowding situations. Region II-D has also provided support consultation to the Davis County authorities as they have now started an effort to establish a similar program in their jail.

Region II (Ogden), in conjunction with Region II-D (Farmington), has been awarded, for the second year, a $150,000 Intensive Drug Enforcement grant by the Department of Justice. The major concept of this program is to have specialized caseloads to consolidate felony drug offenders for both probation and parole cases. The concern continues to be that major drug offenders do not cut their ties with the lines of distribution and use. Members of the drug enforcement unit are involved in the local intelligence networks. Working closely with the Commission on Juvenile and Criminal Justice, the teams and regions are subsidized by the Federal Drug Enforcement grant. The funding has provided specialized equipment and training and covers the cost for electronic monitoring in the two regions. Region II presently monitors 19 units and Region II-D has 12 units. The number increased to a total of 40 units during the second quarter of 1991. The electronic monitoring is used solely for drug offenders.

Region III (Salt Lake City) added 20 electronic monitoring units this year making a total of 50 available. Parolees compromise 90 percent of the offenders on electronic monitoring. The majority are placed on this surveillance as a result of a condition of Intensive Supervision Parole. Others are required to submit to electronic monitoring as a result of an administrative hearing for violations to their parole agreements.

For the past three years, Region V (St. George) has acted as host for the annual "Offender Programming" conference in November. The entire staff has devoted a great deal of time and effort assisting administration in presenting a valuable and successful conference to attendees.

The Fifth District Court's Victims Rights Committee utilizes volunteers from Region V to provide support to victims of crime. Any member of the Criminal Justice System in the area may request an advocate to intercede for a victim and the advocate will be immediately available to the victim. One of this committee's goals is to alleviate the discomfort and fear of victims regarding the process they encounter with the Criminal Justice System. They are involved in efforts to help develop legislation which will benefit victims. This program is working well in Washington County where it was implemented and has been expanded to Beaver and Iron Counties.

Major Accomplishments

Institutional Operations

O. Lane McCotter was appointed as the new Division Director. Previous Director **Gerald L. Cook** was appointed as the Director of the Division of Technical Services.

Extensive effort was enlisted to develop a comprehensive housing and treatment program for mentally ill inmates.

New wardens were appointed at the Draper site South and North Point operations. **Tom House** replaced **Lynn Jorgensen** at North Point. **Tamara Holden** replaced Lynn Jorgensen and re-assumed her previous role as the warden of South Point.

The Central Utah Correctional Facility at Gunnison, Utah, became fully operational.

An inmate Program Services Bureau was organized. The Bureau has developed and implemented a continuum of specialized inmate treatment tracks. The tracks are: mental health, psychiatric, education, life skills, substance abuse, sex offender, mentally retarded, and developmentally disadvantaged. To complement this initiative a comprehensive inmate assessment program was established in the Reception and Orientation operation.

A Medical Bureau was organized and effectively deployed. The Bureau manages and facilitates medical, dental, and mental health service delivery for inmate populations situated throughout the State. The Bureau distinction has enabled more efficient use of existing resources and the achievement of statutorily imposed service delivery responsibilities.

A task force was appointed to identify inmates to be transferred to the new Gunnison facility and to orchestrate transfer logistics. Approximately 400 inmates were successfully transferred without a major incident.

The Enforcement Bureau SWAT team won first place in a Regional FBI SWAT competition.

In concert with Alta View Hospital, a "Baby Your Baby" program was established at the Women's Correctional Facility.

Major Accomplishments
Institutional Operations

1991 Division Projects

- Fully execute the Medical Master Plan.
- Orient all Division of Institutional Operations administrators on the Habilitative Services Track System.
- Designate administrators for each Habilitative Services track.
- Train Habilitative Services track administrators.
- Implement the Habilitative Services crisis services, education services, sex offender treatment services, and substance abuse treatment services tracks.
- Develop an "Organization for Command" policy which encompasses inmate housing facility, investigation, and enforcement responsibilities.
- Determine the need for a comprehensive statistical reporting system for officer activities and deployment.
- Develop an inmate visitor orientation video which systematically reviews visiting rules, regulations, and behavioral conduct.
- Develop a comprehensive statewide inmate transportation plan which effectively utilizes existing resources and projects future resources.
- Develop and implement an Inmate Policy & Procedure Reference Manual system.
- Design and implement staff cross-training programs.
- Evaluate the adequacy of existing Inmate Housing Assignment Committee (IHAC) policy and procedure.
- As necessary develop and implement new IHAC policy and procedure.
- Evaluate the UDC's **Building Master Plan** to determine inmate management options based upon existing and anticipated inmate housing and programming space.
- Write an inmate grievance Technical Manual.
- Modify and implement the inmate grievance program.
- Develop and implement an inmate grievance computer program for tracking and accountability purposes.
- Train staff on new inmate grievance and computer program.
- Evaluate existing inmate work programs.
- Expand inmate employment opportunities to allow eligible and able-bodied inmates to have employment.
- Rewrite inmate employment policy and procedure.

Major Accomplishments

Institutional Operations

Program Services

Program Services has been restructured and has expanded its responsibilities to include coordination of the following programming components within the Division of Institutional Operations: Education and vocational training, substance abuse treatment to include urine testing labs, life skills, libraries, religious activities, and volunteer services. Program Services looks forward to the challenge.

Lone Peak Facility

The firefighter program realized the distinction of having the first and only inmate "Hot Shot" crew in the nation. "Hot Shot" crews are universally recognized as the most elite of firefighters and are the first deployed to fight large, difficult, and extremely hazardous fires.

Flame-In-Go Hot Shots at work on fire scene

Women's Facility

The Women's Facility continues with a strong effort to provide programming opportunities for the female offenders. A Back To Work Program in conjunction with the Salt Lake Community College continues to have great success.

In conjunction with the Alta View Hospital, a new Baby Your Baby Program has been started at the WCF designed to provide education in prenatal care for pregnant offenders. The focus is to assist the pregnant prisoner in working through the prenatal difficulties and special issues that are presented during pregnancy. It also permits the mothers to utilize some of the community resources that will be available to them upon their release.

Utah Correctional Industries continues to employ female offenders in micrographics and data entry. It is anticipated that the skills learned in these programs will give the offender valuable experiences and make them more marketable in the work force in the community upon release.

The female conservation program recently renamed The Burning Embers continues in operation. These women have been involved in forestry conservation projects including trail repair, fence rebuilding, and fish clip operations at local fish hatcheries. The eventual goal of this program is to develop it into an all firefighter crew.

There is a female road crew that provides women an opportunity to work in off-property operation cleaning the highways.

Therapy groups are abundant addressing such issues as alcohol and drug use and other areas of drug dependency, cognitive, and biblio therapies are offered.

The Women's Facility provides opportunity for several tours a week. Citizens from the community are able to visit the Women's Correctional Facility and get some understanding of how the tax dollars are being spent in the incarceration component of the criminal justice system. It is very common for the visitors to comment on the cleanliness of the facility and the professionalism of the staff.

Major Accomplishments

Institutional Operations

Central Utah Correctional Facility

In the summer of 1990, the Gunnison Task Force was formed by former DIO Director, **Jerry Cook**, to identify a potential population for the soon to be completed CUCF. This project was undertaken with enthusiasm and resourcefulness by many Draper site components. The successful transfer of over 500 inmates without a major incident was a monument to the dedication and professionalism of South Point staff.

1991 Highlights

- Phase I, with 623 beds, activated and operationalized without major incident.
- Seventy-five percent of staff are from the Central Utah region.
- Citizen/CUCF interaction and dialogue concerning impact and operations is frequent, invited, and monitored by a Citizens Advisory Council.
- Over 135 volunteers serve the State at this facility.
- No escapes.
- No serious inmate disturbances or riots.
- Dedicated staff function as a team providing required correctional services with an eye toward innovation and cost effectiveness in all operations.
- CUCF maintains a strong "good neighbor" philosophy and supports educational and public service goals in partnership with regional governments and leaders.

Support Services

1. Opening of the Bureau of Support Services at the Gunnison facility without a break in service to the Draper site.
2. In the Maintenance Unit, Service Master was phased out, a maintenance computer package was brought on line with routine and preventive maintenance running without interruption, and the DIO Maintenance Management was restructured.
3. Major remodeling projects included the remodeling of the Board Room, Pharmacy, and the Dental Clinic.
4. Food Services held food cost to a minimum while still providing high quality meals.
5. Implementation of the new software package for the Inmate Accounting Funds Office.
6. The Commissary Unit ended the year at even money.
7. Policies written and/or revised:
   Mail Policy and 08 Mail Technical Manual
   Property Policy
   Library Policy
   Laundry and Clothing Issue Policy
   Record Policy (partial)
   Food Services Policy
   Inmate Funds Accounting Policy (partial)
8. More effective staff training on emergency management and disaster planning implemented.

Major Accomplishments

Institutional Operations

Enforcement

On September 6, 1990, the Enforcement Bureau, with the aid of allied agencies and other Department members, successfully apprehended inmates Gerald Paul Brown and Rick Don George following their escape from the South Point Facility. This was accomplished because of a coordinated effort and cooperation of all agencies and people involved in the pursuit. It was also the first practical exercise using the new command post policy. No other successful escapes occurred from any secure facilities during FY '91.

The Special Operations Unit (SWAT) has accumulated some impressive statistics during the first six months of 1991, concerning their day-to-day assignments:

● Hostage situation/SLC-Thomas Curtis	
● Inmate move	321
● Inmate searches	1,664
● Felony apprehension	26
● Facility assists	143
● Alcohol/drugs recovery	18
● Weapon knife/shank recovery	18
● Forced cell extractions	31
● High risk transports	121
● Cell searches	1,292
● Agency assists	22
● Team call out	58
● Urine tests	520
● Case/disc report	121

The Unit has also completed some significant major missions to include assisting in the five recapture operations for walkaway inmates, VIP protection of visiting dignitaries, and placing first in the FBI Annual SWAT competition. The Unit has also assisted allied law enforcement agencies in the shutting down of a clandestine drug lab.

Officers of the Security and Enforcement Bureau in the first six months of 1991 have initiated 750 case reports, effected 91 arrests, issued 119 misdemeanor citations, and participated in 564 facility assists. In addition, they have assisted allied law enforcement agencies 38 times and have served over $25,000 in warrants for Utah courts.

The Transportation Unit has transported approximately 9,000 inmates to county jails, hospitals, police agencies, and various correctional facilities throughout the State without an escape or major incident.

The K-9 Unit has taken an aggressive role in the "War on Drugs" program initiated by the Division. Regular searches are conducted on inmates, their living areas, and their recreation areas. Inmate visitors are searched as well as their vehicles. The K-9 Unit also conducted regular searches on off-property inmate work crews and their work sites. Field Operations continues to request assistance from the K-9 Unit to search parolees and their living areas.

90% of the Enforcement Bureau staff are now certified through Peace Officer Standards and Training as peace officers.

All Draper K-9 officers and police service dogs are now certified in patrol and detector work. An increase in K-9 searches inside facilities has been implemented.

Major Accomplishments

Technical Services

1991 Division Accomplishments

- Development of a Department-wide Management Information Systems (MIS) Master Plan.
- Establishment of a reference manual system.
- Pre-service, post-service and in-service training at the Fred House Academy by the Office of General Counsel on legal issues.
- Special reports in support of correctional issues.
- Publication of an initial Director's Handbook to enhance legislative awareness of current correctional issues.
- Legal support to double bunking and mental/medical health issues facing the Department.
- Purchase and installation of the computer system for the Central Utah Correctional Facility.
- Development and installation of the Inmate Commissary Program.
- Initial development of a Records Bureau master plan.

Major Accomplishments

Utah Correctional Industries

New Furniture Lines Developed

UCI has developed three beautiful new office furniture series to update the look of UCI products. The Ogden II series was developed primarily for newly built Job Service buildings. This furniture is an updated quality line and features oak and walnut solids and veneers. The second is called the Bountiful series and features a rolled edge and sleek modern look to complement today's discriminating tastes. The third, the Traditional line, features a rich mahogany color on walnut.

UCI Opens Downtown Salt Lake Furniture Showroom

After a year of research, UCI has opened a furniture showroom to better assist its governmental customers in their search for UCI products. The showroom eliminates confusion caused by catalogs or delays visiting the prison. The showroom is located at: 135 East 200 South, Salt Lake City, Utah. Hours are by appointment only. Telephone 359-5906 or 571-9264 to make an appointment.

UCI Received Department of Health Award

Representatives from Utah's Department of Health have recognized UCI as a major contributor to the success of their Medicaid Payment Program. Due primarily to the effectiveness of UCI's Data Entry Centers the Department of Health was able to reduce the average Medicaid claim payment time from 6 weeks to 6 days. An example of UCI's Data Entry accuracy was cited: during a one-week period UCI entered over 50,000 forms with only three errors. The award was presented to the staff and inmate workers in the form of plaques that are now proudly displayed in both UCI Data Entry Centers.

UCI Staff Member Receives ACA Award

UCI's Asbestos Production Manager, **Vic Middleton**, received the Correctional Industries Association Staff Award this year to recognize his management skills in the UCI Asbestos Abatement Program. UCI competed with hundreds of correctional industries staff throughout the Western United States for this award. Last year, UCI's **Evonne DeHaan** of the Data Entry Center won this award. To win the award two years in a row demonstrates the outstanding calibre of staff members at UCI. Competition for these awards is very keen and to win out over states like California and Washington is remarkable.

Offender Accomplishments

Utah Department of Corrections

Offender Accomplishments

Graduation and Diplomas

During the 1990/1991 school year, offender educational achievements were recognized at four graduation ceremonies. The ceremonies were presented by educational agencies assigned by the State Board of Education to provide educational services to offender populations situated throughout the State.

Draper Si[illegible]
    29 GED's (Jordan School District)
    31 High School Diplomas (Jordan School District)
    4 Vocational Certificates (Salt Lake Community College)
    1 Associate Degree (Salt Lake Community College)
Central Utah Correctional Facility:
    24 GED's (South Sanpete School District
    23 High School Diplomas (South Sanpete School District)
Iron County Facility:
    4 High School Diplomas (Iron County School District)
San Juan County Facility:
    3 High School Diplomas (San Juan County School District)

The firefighter program realized the distinction of having the first and only inmate "Hot Shot" crew in the nation. "Hot Shot" crews are universally recognized as the most elite of firefighters and are the first deployed to fight large, difficult, and extremely hazardous fires.

The inmate conservation program tripled in size during the year. The program rendered extensive statewide service resulting in a substantial savings to the State economy. Members of the inmate conservation program participated in the highly publicized and massive fish kill operation at Strawberry Reservoir.

Individual Inmate Accomplishments

Ten to 15 inmates are continuously enrolled in the high school program offered through the Jordan School District in an effort to secure a high school diploma. Fifteen to 20 inmates are involved in the Back To School Program providing an opportunity for them to gain strong marketable secretarial skills.

Many inmates participate in cell study opportunities, again leading to GED or additional school credit.

There is also an opportunity for inmates to participate in college programs offered through Utah State University.

Several of the female inmates are involved in the gardening program that annually donates thousands of pounds of fresh produce to local charities. These inmates receive a great deal of pride in planting and maintaining the gardens and receive a great deal of satisfaction in knowing that the fruits of their labors are being utilized for individuals in needy circumstances.

Offender Programming

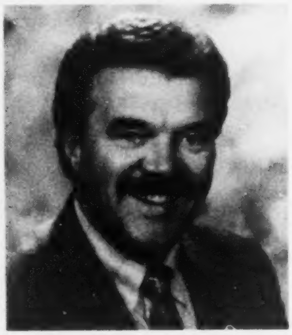
Oquirrhs I and II have successfully organized and implemented a "Reading for the Blind Program." This program has provided in excess of 1,400 hours of service to the visually handicapped citizens in the community by providing taped manuscripts of designated literary works. This has been accomplished by cooperation between the Utah State Library and the UDC.

Participating inmates have donated money to the Special Olympics. The Recreation section developed, printed, and distributed an inmate artwork calendar for 1991, which not only showcased the artistic talent of inmates housed at the South Point Complex, but encouraged other inmates to develop their artistic abilities.

In September 1990, inmates submitted artwork which was displayed at the Utah State Fair. This exhibit was presented with a First Place Award.

Office of the Executive Director

Office of the Executive Director



Gary W. DeLand
Executive Director

O. Lane McCotter
Director
Effective January 3, 1992

Fiscal year 1990-91 was a most eventful year for the Department of Corrections. Two events and processes stand out as being most significant when viewed from a long-term perspective. They would be 1) the opening of phase one of the Gunnison facility, and 2) the growth, development and refinement of the offender programming process.

The Gunnison facility, which has been in planning and construction for about four years, is now a reality. In September of 1990 the first inmates were moved to the Central Utah Correctional Facility with additional moves scheduled through December, at which time the operational capacity of over 600 inmates will be reached. The building could not have been completed at a more critical time as crowding at the Draper facilities was approaching serious levels. The Department was pleased that through excellent management, planning, supervision, and coordination the facility was completed on time and within budget. The logistics necessary to open a major remote correctional facility, a process new to the Utah Department of Corrections, were managed well by those assigned this responsibility in each of the five divisions. The Human Resources Bureau was severely taxed to recruit, screen, select, and train the staff necessary to operate the new facilities.

With regard to offender programming, the Department has made continuous and substantial progress. On May 23, 1990, Governor Bangerter hosted a symposium at the Governor's residence attended by approximately 75 management representatives of Utah's industrial community. Commitments were made by several large private organizations to support Corrections' efforts to enhance programming opportunities available to offenders. Under the direction of the Inmate Offender Programming Coordinator, opportunities for offenders have not only been expanded, but are now reaching more members of the target population through better coordination and more efficient management.

Once again we will be sponsoring an Offender Programming Conference in November 1991. This year's program promises to focus more on the "How-to's" of programming for offenders than during last year's conference where emphasis was placed in development of the framework for interagency cooperation.

During this past fiscal year the Department completed a reorganization designed to centralize the Investigative and Management Information Systems functions. Audits and peer reviews suggested that increased efficiencies could be realized by bringing these processes together under one centralized administrative structure.

This coming year will hold its share of challenges and opportunities, not the least of which will be planning and requesting funding for phase two of the Central Utah Correctional Facility which will add approximately 750 offender beds to that institution. These beds will be necessary in the immediate future to adequately provide for projected inmate population growth. I also anticipate that other programs within the Department which have operated successfully in past years will continue to grow and mature, evolving where necessary to accommodate changes in the system.

Given the demonstrated abilities of the staff of the Department, I anticipate that Corrections will continue to provide a vital service to the Utah criminal justice system. With the valuable support received from Governor Bangerter, Mark Jones (CCJJ, Executive Director), and others, we are able to continue to progress and excel.

Office of the Executive Director

N. Bruce Egan
Deputy Director

This past year has indeed been a successful year for the Department of Corrections and unlike many earlier years, has produced only one singular outstanding critical incident, that being the 1990 Christmas murders committed by two walkaways from a Salt Lake City community corrections center. As a credit to those who manage our institutions and residential facilities there have been no successful escapes from secure facilities, nor major staff misconduct which has captured the public's attention, no disturbances, assaults, or other events which elevated the Department of Corrections to a high public profile.

Managing and working in a department of corrections can never be routine. This year has presented its share of challenges including severe projected budget deficits, overcrowding in our institutions, shortages of needed bed spaces in our community correctional centers, and work levels that frequently exceeded standards for our Field Operations staff. Despite all these recurring problems, members of the Department responded in a manner that reflected their high professional standards and dedication to realizing the mission of the Department of Corrections.

Office of the Executive Director

David R. Franchina
Assistant Director

The fiscal year for which this annual report is prepared presented no shortage of problems and opportunities for the Department of Corrections. After approximately seven years of the leadership provided by the Executive Director Gary W. DeLand, and the Deputy Director N. Bruce Egan, the executive Director formally announced his intentions to retire at the end of this calendar year. The anticipation of a change of leadership and a need to make final adjustments in the organization has created some anxiety; though not at the expense of efficient operations.

Once again there have been no successful escapes from our secure facilities, no major disturbances, and aside from serious concerns with funding at the Department level, no issues that captured the public's attention for an extended period of time.

The position of Employee Services Representative was created and an individual selected to fill the vacancy. We anticipate that services available to employees will expand and that enhanced opportunities for communication will be developed.

The annual Corrections Games occurred again this year on schedule and aside from inclement weather which forced limiting several of the outdoor events, the games could be called a success. Approximately 558 members of the Department of Corrections participated in the various events, once again finishing within our anticipated budget.

The annual Corrections Awards Banquet was held on September 7, 1991, recognizing 103 members of the Department of Corrections and those from the community and other agencies who made major contributions to Corrections and/or public safety. A record 465 people attended the awards banquet, far exceeding the previous record of 390.

Office of the Executive Director

Corrections Advisory Council

There is perhaps no better introduction to the Corrections Advisory Council than found in 64-13-4.1 of the Utah Code which provides for the establishment and operation of this group.

> "There is created within the Department of Corrections a Corrections Advisory Council consisting of seven members. Each member shall be appointed by the governor for a term of four years, with the advice and consent of the Senate. Terms of the council members shall be staggered, with no more than two terms expiring in any one year. Each council member shall be a resident of the state. No more than four members may hold any office connected with the Department of Corrections.
>
> Members of the council should be chosen to reflect:
> a. geographical distribution;
> b. expertise or personal experience with subject matter in the field of corrections;
> c. diversity of opinion and political preference; and
> d. gender, cultural, and ethnic diversity.
>
> Council members serve in a part-time capacity and without salary, but members shall receive a per diem allowance established by the director of the Division of Finance.
>
> The Corrections Advisory Council shall review and make recommendations to the Executive Director of the Department of Corrections concerning:
> a. the role and responsibility of the Department;
> b. existing and proposed policies of the Department;
> c. the annual budget request for the Department prior to submission to the governor;
> d. development and implementation of master plans for the Department's programs and facilities, including facility siting;
> e. any subject deemed appropriate by the council, except the council may not become involved in administrative matters; and
> f. any subject concerning the Department, as requested by the Executive Director.
>
> The council shall encourage citizen awareness and input regarding programs in the field of corrections."

The Department of Corrections must acknowledge the many contributions by members of the Corrections Advisory Council. They have provided interpretation to the community of corrections policies, procedures, and practices, and have provided valuable feedback to the Department regarding public opinion and suggestions for improving both programs and general operations.

Dr. Bartelt Wolthuis-Chairman
Dentist, Ogden, Utah

Dr. Glen Howard
Professor, Weber State College, Farmington, Utah

Mr. Roy L. Young
Retired Businessman, Milford, Utah

Mr. Rex Vance
Retired Salt Lake County Sheriff's Office, Murray, Utah

Ms. Susan Schildmeyer
Free-lance Writer and Research Analyst,
Sandy, Utah

Dr. Bruce King
Veterinarian, Gunnison, Utah

There is presently one vacant position

Office of the Executive Director

Mission Statement

The primary mission of the UDC is **community protection**, and its second mission is **providing offenders with the tools** necessary to be competitive and enhance the prospects of success in the free world.

Community protection shall be accomplished by:

1. implementing orders from sentencing courts and the Board of Pardons to incarcerate offenders or supervise them in the community;
2. assisting in maintaining the integrity of the law by administering the sanctions and punishments imposed by the courts and Board of Pardons for unlawful behavior;
3. operating prisons in a manner to eliminate or greatly reduce the risk of:
    a. escape;
    b. inmate-on-staff violence;
    c. inmate-on-inmate violence; and
    d. inmate disturbances;
4. closely enforcing the release agreements of probationers and parolees; and
5. generally enhancing safety and security in the system.

The UDC's mission of **providing offenders the tools** to enhance success shall be accomplished by:

1. offering a wide range of correctional programming, including:
    a. educational programs;
    b. vocational training programs;
    c. correctional industries work opportunities;
    d. treatment programs, and
    e. other programs designed to facilitate a more successful re-entry to the community; and

2. to operate a system of prison programs, community corrections centers, probation, parole, and public-service work projects.

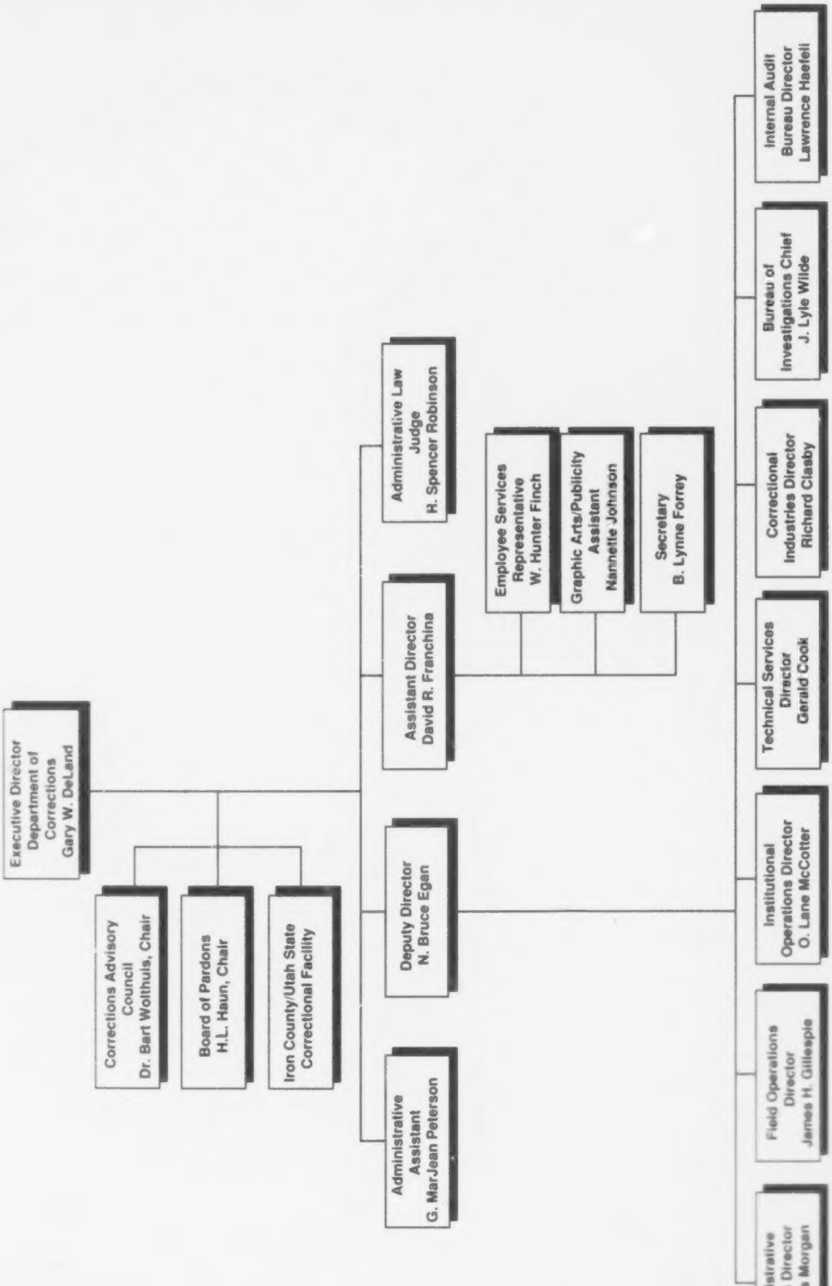
Organizational Rationale

The Executive Director is responsible for the philosophy, mission, and direction of the Department, and must ensure that an effective working relationship is maintained with other agencies of State government and the criminal justice community.

To fulfill its mission, the Department is organized into five divisions and two bureaus, each under the administration and direction of a division director or bureau chief. Reporting directly to the Executive Director are two Deputy Directors. **N. Bruce Egan** oversees the five divisions: Administrative Services, Field Operations, Institutional Operations, Technical Services, and the Utah Correctional Industries; and two bureaus; Bureau of Internal Audit and the Bureau of Investigations. **David Franchina** is responsible for the day-to-day operation of the Executive Office, managing the press, community relations, and employee functions. The Administrative Law Judge handles the discipline and grievance process. In addition, a Corrections Advisory Council exists to advise the Executive Director on a number of issues affecting the Department such as proposed policies, future planning, and organizational goals.

Office of the Executive Director

Organizational Chart September 1, 1991



Office of the Executive Director

Executive Director

The Executive Director's Office consists of the Executive Director, **Gary W. DeLand**, the Deputy Director **N. Bruce Egan**, responsible for supervising the five Division Directors, the Investigation Bureau, and the Bureau of Internal Audit. The Assistant Director, **David Franchina**, is responsible for public information and the day-to-day operations and flow of material to and from the Executive Director's Office. Also included in the Executive Director's Office are the Administrative Law Judge, **R. Spencer Robinson**; the Executive Administrative Assistant, **G. MarJean Peterson; Nannette Johnson,** Department Graphics Artist and Publicity Assistant, and **B. Lynne Forrey,** Secretary.

The Executive Director is the chief executive officer of the Department of Corrections and as such is the formal contact for all individuals and entities with which the Department interacts. He is responsible to ensure that the mission of the Department is realized and that the policies and procedures are consistent with applicable statutes and priorities as established by the Governor.

During the past year the Executive Director was instrumental in:

1) selecting eminently qualified individuals to fill several key vacancies;
2) reorganizing the Department in response to peer reviews, internal audits, and changing workloads and demands;
3) enhancing programming opportunities available to offenders;
4) successfully presenting a legislative and budget program to the January 1990 session of the state legislature; and
5) continuing to successfully manage a Department consistently responding to growing workloads but with a relatively stable pool of resources.

Deputy Director

N. Bruce Egan is responsible for supervising the directors of the five divisions (Institutional Operations, Field Operations, Administrative Services, Technical Services, and Correctional Industries) and is responsible for commanding the Corrections Investigation Bureau (CIB) and the Bureau of Internal Audit (BIA). He must ensure that all staff are familiar with and understand the mission of the Department as well as the policies, procedures, and post orders that directly control their functions.

Office of the Executive Director

Assistant Director

David Franchina is responsible for legislative coordination, media contacts, employee-oriented programs, processing of all correspondence and related materials through the Executive Director's Office, supervision of the Executive Director Office staff, and related special functions and activities as assigned.

Employee Services Representative

The position of Employee Services Representative was created in response to employee requests for assistance in resolving problems quickly and informally. **Hunter Finch** resolves employee problems at the lowest possible level, coordinates the Departments employee assistance program, monitors fair employment practices, and makes recommendations to the Executive Director and administrative staff regarding issues of concern to employees.

Administrative Assistant

The Executive Administrative Assistant is responsible for correspondence, incoming telephone calls, and maintains a calendar, records, minutes, and files for the Executive Director. **MarJean Petersen** also serves as the contact person, representative, and liaison for executive staff functions and interagency actions, and handles the day-to-day functions for the Executive Director.

Secretary

The secretarial functions of the Executive Director's Office are completed by **B. Lynne Forrey**. She is responsible for receiving incoming traffic, day-to-day correspondence, and telephone activity while performing various duties as assigned by the Executive Director, Deputy Director, Assistant Director, Administrative Law Judge, and the Employee Services Representative. In addition to the secretarial duties this position also assists with the planning and production of many Departmental actvities and functions.

Graphic Arts/Publicity Assistant

The position of Graphics Artist and Publicity Assistant, filled by **Nannette Johnson**, works directly with the Assistant Director to produce Department publications and employee incentives and recognition. Some of the activities which are planned and produced from this office are: the monthly newsletter, the annual awards banquet, Corrections Games, the Annual Report, and various other meetings, seminars, and workshops. In addition to providing general office functions this position also prepares computer-aided artwork for Department and division logos and special activities.

Office of the Executive Director

Administrative Law Judge

During FY '90-91, Administrative Law Judge **R. Spencer Robinson** ruled on 60 personnel cases, 361 appeals of inmate discipline and grievances, seven hearings involving involuntary treatment of inmates at the Utah State Prison, reviewed several appeals of persons denied visitation, and issued several investigative subpoenas in connection with investigations conducted by the Department. The Administrative Law Judge also assists as needed on legal research related to policy, training, and cases heard outside of the Department, and has testified before the State Legislature on matters of concern to the Department. Judge Robinson is a legal instructor at the Fred House Academy providing instruction for both Basic and In-Service classes.

Judge Robinson's decisions continue to rely on UDC Policy and Procedures, Department precedent, and precedent-setting case law, which play a significant role in his decisions. Research done for some decisions has resulted in changes in policy. Use of case law significantly enhances the deference accorded the decisions of the Department of Appeal.

Office of the Executive Director

Corrections Investigations Bureau

The 1991 FY brings to an end the first year the Investigations Bureau handled both criminal and civil investigations within one unit. The year included evaluating current office functions in the investigative field and office procedures, then streamlining the operation to provide thorough and efficient investigation of all cases.

The Bureau continues to provide comprehensive investigative service in the areas of:

1. criminal conduct by offenders, employees, and others;
2. noncriminal employee misconduct;
3. employee background; and
4. other miscellaneous inquiries that assist the Department in risk management and policy development.

From Back Left: Laurel Smith, Kirk Egan, Carolyn Nordell, Rex Dana, Ron FLinders, Brenda DeYoung, J. Lyle Wilde, Larry Gillett, Lynda Hamilton Front: Robert Schara, Suzanne Escobar, Wallace Shulsen, Ryan Evans, Jim LaBounty Not Pictured: Bonnie Clark, Pam Hunter, Leslee Lewis, Casey Romijn, Ray Sorensen, Jeff Sundquist, Kevin Westover

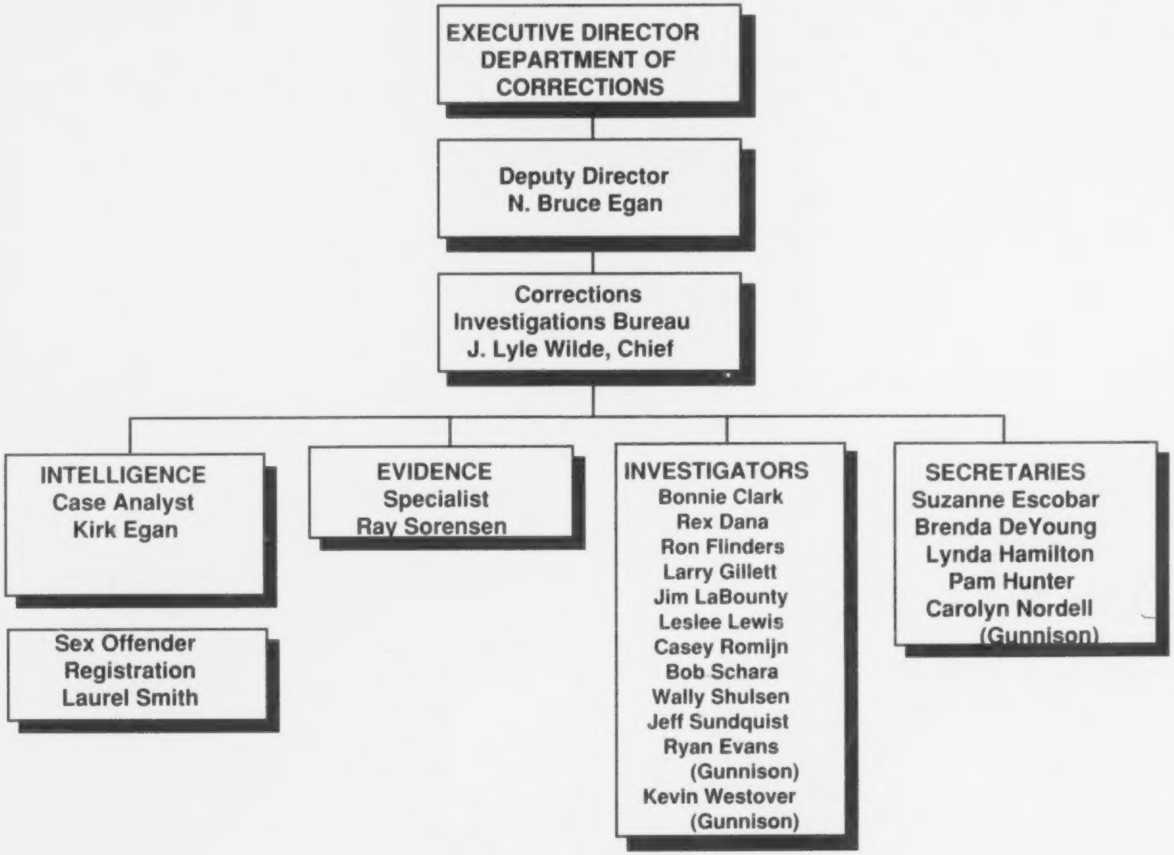
Intelligence gathering and analysis is an important function. The Investigations Bureau continues to manage the statewide Sex Offender Registration Program. Of additional note is the role this bureau plays in jointly managing and operating the statewide intelligence network with the Department of Public Safety. The Department of Corrections continues to be the source of vast intelligence data available to allied law enforcement agencies as well as our own personnel.

This past year's emphasis has been on intelligence gathering and narcotics traffic interdiction at the prisons. This emphasis will continue on into the year as our number one priority.

During FY '91, the Investigations Bureau conducted a total of 1,218 cases, many of which were joint operations with other local, state, and federal law enforcement agencies.

Office of the Executive Director

Investigations Organizational Chart September 1, 1991



Office of the Executive Director

Bureau of Internal Audit

Staff of the Bureau of Internal Audit conduct audits, oversee local internal audits, and provide technical assistance to assist UDC management at all levels to effectively identify and meet operational goals and objectives and in compliance with applicable policies, procedures, rules, regulations, laws, and professional standards.

All entities and functions within the UDC are the subject of audit either by bureau auditors or through a system of local internal audits under the guidance of the Bureau of Internal Audit.

Throughout 1991, Bureau staff have continued to play a greater role in providing technical assistance to the various divisions and have been actively involved in the Division of Institutional Operations Medical Master Plan, the Division of Field Operations Restitution System, and many other short-term projects requested by management.

As Chairman Elect of the Utah Government Auditors Association, the Bureau Director has assisted in improving the quality of audit effort throughout State and local government in Utah. This 120-member organization has done much to gain recognition of governmental internal audit as a profession. The Bureau Director has also continued to promote the profession of internal auditing nationally by serving as a consultant to several Departments of Corrections and assisting in a national study of Corrections' internal audits sponsored by the National Institute of Corrections.

Five staff members of the Bureau are Certified Fraud Examiners. Two staff members are pursuing Certified Internal Auditor status. Additionally, two auditors renewed professional certification during calendar year 1991, one in Human Resources and another in Social Work.

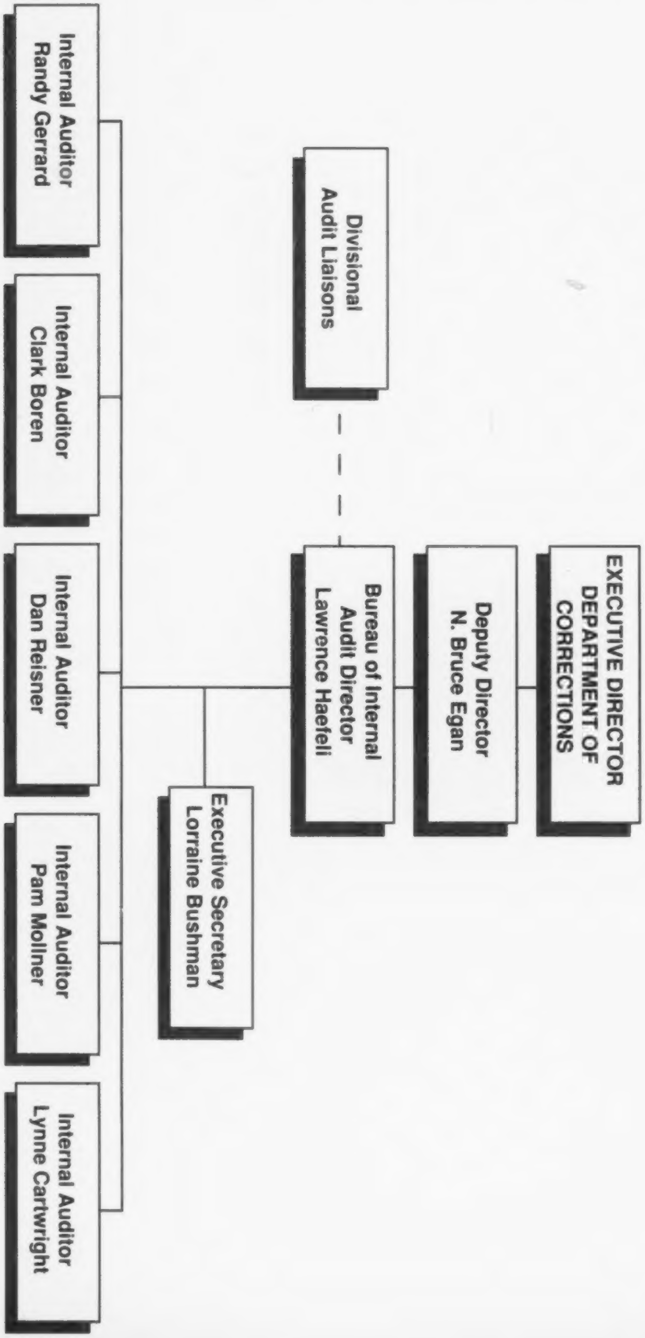
Bureau of Internal Audit staff members consist of **Larry Haefeli**, Director; **Randy Gerrard**, **Clark Boren**, **Daniel Reisner**, **Pam Mollner**, and **Lynne Cartwright**, Internal Auditors; and **Lorraine Bushman**, Executive Secretary.

Audits conducted by the Bureau are completed in compliance with Generally accepted government and internal audit standards. Members of the Bureau collectively possess the skills and experience necessary to perform a widerange of audits and technical assistance within the Department and have experience in private enterprise, government audit, law enforcement, education, corrections, and consulting.

Internal Audit Staff Members

Office of the Executive Director

Bureau of Internal Audit


EXECUTIVE DIRECTOR DEPARTMENT OF CORRECTIONS
Deputy Director N. Bruce Egan
Bureau of Internal Audit Director Lawrence Haefeli
Divisional Audit Liaisons
Executive Secretary Lorraine Bushman
Internal Auditor Randy Gerrard
Internal Auditor Clark Boren
Internal Auditor Dan Reisner
Internal Auditor Pam Mollner
Internal Auditor Lynne Cartwright

Division of Administrative Services

Division of Administrative Services

Nick M. Morgan
Director

Mission Statement

The mission of the Division of Administrative Services is to provide support services to the other components of the Department of Corrections. These support services include personnel management, finance, training and staff development, planning, publications and facilities planning, design, and construction.

Since **Nick Morgan** was appointed as Director of Administrative Services early in January 1991, replacing **Kenneth V. Shulsen**, it has been another banner year for this Division. Evidence of the many achievements are:

1. The Personnel section received and processed over 9,000 applications while the Training section held eight Pre-service Academies, four Conversion Academies, and graduated 324 employees from these two programs.
2. Additionally, the Bureau conducted 14 one-day classes for managers and supervisors in the law of sexual harassment and conducted numerous management/supervisory courses including performance appraisal, basic supervision, instructor development, and advanced management.
3. The Academy has installed a new comprehensive records management system to meet the growing needs of effective accountability for employee training records.
4. There have been several major accomplishments achieved by staff of the Facilities and Construction Bureau this year. A Life Safety Coordinator for the Department was hired, and as a direct result, standardized fire and life safety training guidelines were developed and implemented. Written outlines and standardized training for all staff members concerning fire and life safety issues have been completed and are currently being utilized.
5. Facilities Bureau staff assisted in the programming, development, drawings, specifications, review, and approval process in projects at the Utah State Prison, Draper, Central Utah Correctional Facility in Gunnison, Iron County, and Field Operations.
6. The Facilities Bureau has spent countless hours formulating capital development and improvement requests. This process has insured comprehensive and accurate documentation of Department needs to the Legislature, Division of Facilities Construction Management, and the State Building Board.
7. As the Department has grown with the addition of new facilities and continues to react to the impact of the widespread effects of the Fair Labor Standards Act, the Bureau of Financial Services had processed approximately 20% more documents over the totals of last year. These documents include warrant requests, inte-departmental transfers, travel reimbursements, payroll checks, time sheets, and leave forms.
8. The hallmark of the Division of Administrative Services continues to be professionalism, dedication, and the production of a quality work product. These achievements are made possible by staff members who are prepared to meet increasing demands and challenges in a professional and dedicated manner.

Division of Administrative Services

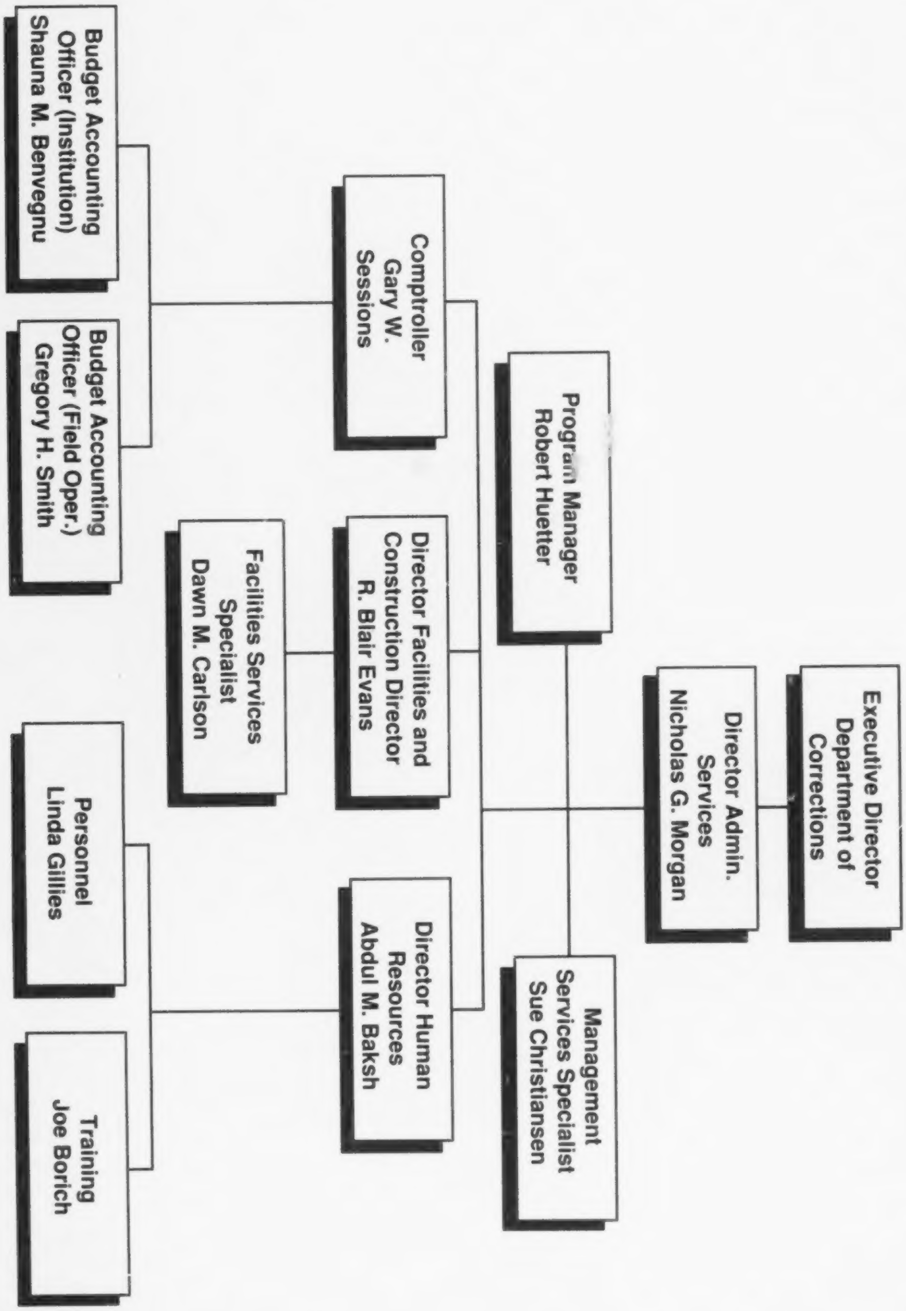
Organizational Rationale

Organizational Rationale

The Department of Corrections continues to experience substantial growth, resulting in an increased demand for services provided by the Division of Administrative Services. This increased work load has necessitated the reorganization of the Division to achieve greater effectiveness and efficiency in the utilization of limited resources. The reorganization has involved the development of functional bureaus within the Division. The Bureau of Finance provides fiscal and budgetary services for all components of the Department, while the Bureau of Human Resource Management provides for personnel management and training of staff members. The Bureau of Facilities and Construction Management is responsible for the planning, programming, design, and construction of new facilities for the Department, assists with detention equipment, security electronics, leases, and the development of fire and life safety code guidelines.

Division of Administrative Services

Organizational Chart September 1, 1991


Executive Director Department of Corrections
Director Admin. Services Nicholas G. Morgan
Program Manager Robert Huetter
Management Services Specialist Sue Christiansen
Comptroller Gary W. Sessions
Director Facilities and Construction Director R. Blair Evans
Director Human Resources Abdul M. Baksh
Budget Accounting Officer (Institution) Shauna M. Benvegnu
Budget Accounting Officer (Field Oper.) Gregory H. Smith
Facilities Services Specialist Dawn M. Carlson
Personnel Linda Gillies
Training Joe Borich

Division of Administrative Services

Financial Services Bureau

Finance Bureau
Director

Gary Sessions

The primary mission of the Bureau of Financial Service is to ensure fiscal integrity. This mission is accomplished by developing and applying proper policies and procedures with respect to State and federal laws, rules, regulations, policies and procedures, and appropriate accounting principles. The Department of Corrections is continually growing, and as a consequence the Bureau of Financial Services processed over 360,000 documents last year.

There have been many successes in the Bureau. For instance, the Bureau's Accounts Payable Section has reduced the turn-around time for paying invoices from an average of 23 days in 1988 to an average of 5 days days in 1991. This efficient payment control provides the Department an increase in garnering vendor discounts that resulted in a $10,000-$15,000 savings to taxpayers. Also, the six member payroll staff of the Bureau is responsible for dispersing $1.7 million per pay period to approximately 1,600 employees.

As a vital part of the Department of Corrections, the Finance Bureau:

1. develops the annual appropriation request and represents the Department in the legislative appropriation process;
2. processes the Department's leave accounting and payroll;
3. processes the Department's accounts payable;
4. acts as the nucleus for financial planning and forecasting in providing management with the necessary tolls for better decision making;
5. coordinates the Department's purchasing activities by establishing fiscal controls and reviewing all transactions to ensure compliance with policies and procedures; and
6. provides the Department with accurate and timely financial records.

Finance staff

Goals for the current fiscal year

1. training all employees by the Bureau in time-keeping, payment processing, purchasing, and other budget-related items;
2. cross-training all Bureau employees in the many different aspects of the Bureau's financial duties for increased productivity and management control; and
3. finding, processing, and administering more federal aid to offset the increasing growth and cost of Corrections, and at the same time relieving the burden of taxpayers.

Division of Administrative Services

Human Resource Management Bureau

Human Resource Management Director

Abdul Baksh

The mission of the Human Resource Management Bureau is to effectively and efficiently provide human resource management services which will contribute optimally to the realization of the Department's mission. The mission is threefold: the procurement of people of the right quality and quantity to work in the organization, to develop their abilities so that they can perform their responsibilities efficiently and effectively and be prepared for advancement in the organization, and to maintain their willingness to continue working for the organization.

In order to achieve this mission the Bureau has three major responsibilities:

1. the execution of the organization's human resource plans, programs, policies, and procedures (these functions are both executive and operational and involve the traditional management functions of planning, organizing, directing, and controlling);
2. the provision of proper advice and information to managers at all levels relevant to effective and efficient human resource management (this relationship is of critical importance in the performance of the operational functions of the Bureau); and
3. performance of analytic and diagnostic functions including organizational analysis, surveys, training needs assessment, etc.

The Human Resource Management Bureau has five major tasks and functions relating to the hiring of people of the right quality and quantity necessary to accomplish organizational goals/objectives including procurement, development, compensation, integration, and maintenance.

Division of Administrative Services

Human Resource Management Bureau

Procurement

The procurement function is concerned with employment of staff of the right quality and quantity. To accomplish the goals and objectives of the organization., it deals with:

1. determining human resource needs;
2. recruitment, selection ,and placement;
3. establishing sources of available labor;
4. developing and administering tests, background checks, and other pre-selection mechanisms;
5. adherence to EEO laws, and other statutes case law, rules and regulations; and
6. establishing and administrating affirmative action programs.

Development

The development function involves strategies to increase the proficiency of staff and preparation for growth and advancement in the organization including:

1. assessment of individual group and organizational training needs;
2. management and supervisory development;
3. succession and career development planning;
4. bases for employee promotions;
5. preparation for upward mobility of staff;
6. training program development and administration; and
7. performance appraisal.

Compensation

The compensation function encompasses the implementation of UCA 67-19 (6,7,8,10,12) and Department of Human Resource Management rules and regulations. Specifically, it deals with:

1. classification;
2. development of class specifications;
3. classification appeals;
4. appointments;
5. employee benefits;
6. payroll;
7. salary administration; and
8. performance appraisal.

Integration

The integration function is concerned with employee motivation, morale, and satisfaction. Operationally, it deals with:

1. assistance with grievance administration;
2. participative management;
3. employer/employee relations;
4. discrimination and unequal treatment;
5. performance appraisal;
6. discipline and discharge of employee; and
7. awards and other forms of employee recognition.

Maintenance

This function focuses on the human resource activities which are developed to maintain employees' desire to continue working for the organization. It encompasses employee services programs, such as:

1. physical fitness programs;
2. safety programs;
3. worker's compensation; and
4. recreational programs.

Division of Administrative Services
Personnel Section

Goals and Objectives

1. continue with the implementation of UDC's new performance appraisal program;
2. continually realign functions and responsibilities to accurately reflect the work load which must be performed for the various divisions;
3. monitor accountabilities of the Personnel Section staff through systematic reporting of activities;
4. maintain close cohesive working relationships with DHRM;
5. continually modify Policies and Procedures to reflect desired changes;
6. continue with the implementation of the curriculum covering of Law of Sexual Harassment;
7. continue refining our employment selection process by developing standardized tests for certified positions and by introducing other changes as necessary;
8. continue with our efforts in conducting job fairs at the various colleges and universities in Utah;
9. refine our participative management model of the Department;
10. continue with the implementation of a structured program of development for all human resource staff;
11. continue refining our performance appraisal system and equip staff with skills to effectively implement it;
12. develop and implement a more effective system of maintaining employee records through computerization;
13. continue with the implementation of Fair Employment Practices as enshrined in federal and State law, DHRM Rules and Regulations, and UDC Policies and Procedures;
14. incorporate all relevant changes in DHRM Rules and Regulations into UDC Policies and Procedures covering personnel administration;
15. conduct one to two assessment centers for the selection of managerial/supervisory staff at DIO an DFO;
16. establish a HRM library in the Personnel Section;
17. implement the Drug Testing Policy of UDC for new hires and current employees;
18. work closely with DHRM in concluding the classification study for correctional staff which commenced in FY '91;
19. complete by the end of October 1991 three tests for sergeants in DIO;
20. conduct one promotional test for lead officers at DIO;
21. conduct the Performance Appraisal courses established in the Annual Training Plan;
22. conduct/participate in a minimum of two job fairs; and
23. conduct the personnel selection classes established in the Annual Training Plan.

Human Resource Management staff

Division of Administrative Services

Training

Goals and Objectives

1. continually **educate** employees in the philosophy and overall direction of the organization;
2. **maintain**, and where necessary, improve the practical job-related skill levels of employees;
3. **provide** employees with a working knowledge of contemporary correctional law and practices, law enforcement, and other relevant case law;
4. **optimize** the utilization of training resources throughout the Department;
5. **minimize** the risk of legal liability arising from employee negligence, by providing employees with the required knowledge and skills that will enhance their proficiency;
6. continually **refine** the syllabus of the Preservice Academy to meet the needs of specific groups and simultaneously cover a common core of subjects that reflect the general needs of all new employees who have not had any previous Utah Peace Officer Standards Training in Correctional and Law Enforcement;
7. **continue** with the implementation of the Peace Officer training program to meet the needs of the Department for peace officers;
8. **continually** modify the syllabus of the In-service Academy to meet the knowledge and skills development needs of employees;
9. continue to **implement** a comprehensive management development and training program for managerial and supervisory staff;
10. continue with the **development** of a cadre of trained trainers in the Department;
11. continually **reevaluate** the Department's training programs as an ongoing process;
12. **provide** technical assistance to divisions with respect to the design and evaluation of training courses to meet their respective needs;
13. continue with the **implementation** of a comprehensive "Introduction to Supervision" series of courses for employees who are interested in acquiring an insight into supervisory responsibilities and processes (this will be an evening program which employees can attend on their own time);
14. **continue** with the development and validation of tests for the Preservice Correctional Academy, the Peace Officer Training Program, and other training programs;
15. **allow** for the **participation** of selected supervisors in the Preservice Academy and encourage supervisory participation in the In-service Academy;
16. continue with the development of the Training Section staff;
17. conduct a minimum of four and a maximum of seven Preservice Academies;
18. conduct four Peace Officer Conversion Academies;
19. conduct a series of In-service Academies to cover the in-service training requirements of all members;
20. organize the delivery of one time management course for 60 - 70 members;
21. conduct two 80-hour basic supervision courses for first-level supervisory staff;
22. coordinate the delivery of 14 one-half day performance appraisal seminars;

Training staff

Division of Administrative Services

Training Bureau

23. conduct one 2-day performance appraisal course for new supervisors;
24. provide senior supervisors with management training to be conduced in-house or by external training providers;
25. conduct one 80-hour instructor development course for qualified Corrections employees;
26. conduct one 80-hour basic supervision course for non-supervisory employees;
27. conduct specialized seminars for Adult Probation & Parole agents and investigators;
28. review and update policies an procedures;
29. finance the attendance of staff, selected by the Executive Director, at the University of Utah M.P.A. program in Criminal Justice Administration;
30. conduct six in-service training courses for jailers across the State;
31. conduct one advanced instructor development course emphasizing training design and development;
32. conduct eleven 4-hour and one 8-hour seminar on the "Law of Sexual Harassment"; and
33. conduct four Personnel Section seminars for managers and supervisors.

Division of Administrative Services

Facilities and Construction Bureau

Facilities and Construction Bureau

Blair Evans

The Facilities and Construction Bureau is responsible for the planning, programming, design,construction, renovation of existing UDC buildings, preparation and presentation of capital development, capital improvement, roofing, paving, and code compliance requests to the Division of Facilities Construction and Management, State Building Board, and the Legislature.

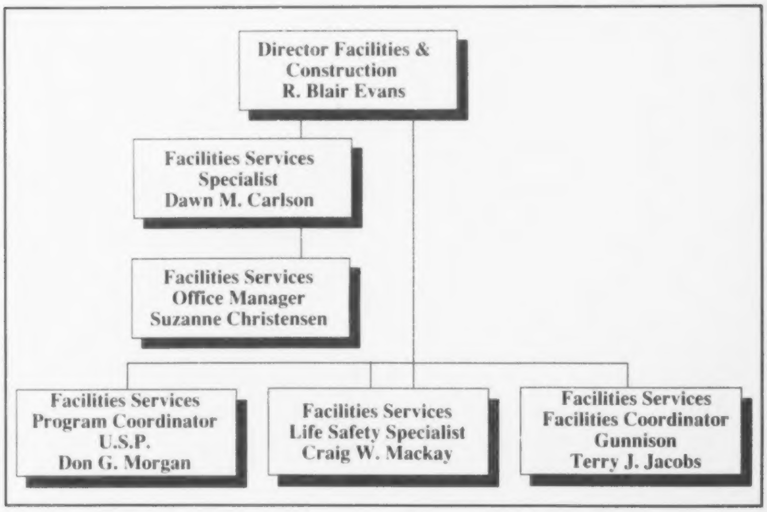
Facilities and Construction Bureau staff are also responsible for providing technical assistance in regard to security electronics, detection equipment, fire and life safety codes and standards, and assisting in the formulation of emergency evacuation and disaster plans.

Staff of the Facilities Bureau, this year, will be assisting in the planning and programming of the following capital developments:

Gunnison Phase II (768 beds)	Complete the Draper Utility Upgrade
Women's Facility Expansion	Remodel B-Block, and

Begin construction of the UDC Administration Building

During the next several years, staff of the Bureau will be assisting with the planning and programming of the Salt Lake City Women's Community Corrections Center, the Region III Field Operations building, the Farmington Region II building, the Uinta Secure Facility Expansion (144 beds), and Wasatch Medium Security (576 beds).


Director Facilities & Construction
R. Blair Evans
Facilities Services Specialist
Dawn M. Carlson
Facilities Services Office Manager
Suzanne Christensen
Facilities Services Program Coordinator U.S.P.
Don G. Morgan
Facilities Services Life Safety Specialist
Craig W. Mackay
Facilities Services Facilities Coordinator Gunnison
Terry J. Jacobs

Division of Field Operations

Division of Field Operations

James H. Gillespie
Director

Mission Statement

The primary mission of the Division is public safety. To accomplish this mission, Field Operations is committed to the establishment of operational policies and procedures which include the development of offender programs and the identification, control, and attempts to modify offender behavior.

The mission includes:

- enforcement of probation and parole release agreements
- meeting statutory and other mandates
- providing accurate, verified, and timely reports to the courts and Board of Pardons which include recommendations on sentencing alternatives and a victim impact statement
- providing a variety of supervision levels based upon security considerations for the community and staff, and the assessed needs of the offender
- establishing and operating programs, monitoring contractual services, and utilizing appropriate community resources
- ensuring that the victims' rights are represented and protected through offender participation in restitution and community service projects
- submitting data for the management information system which will enhance staff performance and allow research of Field Operations Division programs, thereby increasing agency accountability and public awareness
- recruiting, training, and utilizing volunteers when appropriate, and
- roviding training opportunities for staff which meet statutory and agency requirements and encourage individual growth.

Organizational Rationale

The Division of Field Operations, created in 1983 as a separate entity within the Department, is headed by a Director and Deputy Director and is authorized by statute to provide investigations, evaluations, and supervision of offenders in a community rather than a prison setting. Field Operations is divided into two major components: Adult Probation and Parole which provides community supervision by trained probation and parole officers, and Community Correctional Centers, which provide the most restrictive services in the Division.

Adult Probation and Parole is composed of seven geographical regions, with 16 field offices plus the Diagnostic Unit located at the Utah State Prison. Community Correctional Centers, an eighth region, consists of the Division's six Community Correctional Center, four located in Salt Lake City and two in Ogden.

Each region includes a regional administrator and, in the larger regions, assistant regional administrators. Line supervisors and support staff complement the efforts of probation and parole officers, counselors, and correctional technicians.

Division of Field Operations

Director's Message

Thanks for the Memories . . . . what a theme for this year in Field Operations. Looking down the memory lane we've said goodbye to the Deputy Director of Field Operations, **Linda Gillies**, who accepted a position with our Department's Human Resources Office. Hello again to **Ray Wahl** who returns to us from a tour at the Division of Institutional Operations (by the way, they wanted to keep him but Field Operations won). Ray, prior to his tour with Institutions, was the Regional Administrator of Region III. He has worked his way up the ranks from that of an agent. We in Field Operations Administration feel very fortunate in having Ray in this new position. **Claudia Brown** took over Women's CCC with **Colleen Carr** moving into the Program Director's position. **Evelyn Lawrence** also moved to HRM and we stole **Rayne Olin** from the Division of Institutional Operations. One last change in Administration was the retiring of **Agnes Brown** and **Roxie Huntsman** coming into Administration as the Executive Secretary.

Field Operations continues to expand programs for the offenders. This fiscal year over$1,400,000 have been allocated for offender programming and contractual agreements.

In keeping step with our Mission Statement, "Protect the Community," Field Operations has increased the electronic monitoring in Intensive Supervision Patrol. A Federal Grant Program that utilizes electronic monitoring for drug offenders has been started in Regions II and II-D. This program has already shown great results in assisting with the supervision of drug offenders.

Progress is being made on the construction of our Ogden Community Correctional Center. The Legislature has funded the project and we've selected our architect, MHT of Salt Lake City, and by the time of publishing of this annual report, construction should be underway. Hopefully, we've located a temporary housing area for those currently residing at Ogden CCC and should also be in the process of moving into that location.

We in Field Operations wish to salute all of the employees who participated in Desert Storm. Some served overseas, others closer to home, but all did so in a patriotic manner. Those of you with family and friends involved served just as well as those called to active duty when you were doing double shifts to cover for those who were gone, especially when we couldn't fill their vacancies due to budget constraints.

Your efforts were noted when you once again tightened your belts and conserved funds during the last three months of the last fiscal year. Your efforts resulted in a one-time savings and those funds saved were utilized by the Department to cover non-funded expenditures.

Interaction with local, county, state, and federal law enforcement agencies is at an all-time high. Through this cooperation public safety has been increased. We have maintained tighter supervision of our parolees and probationers by our law enforcement interaction.

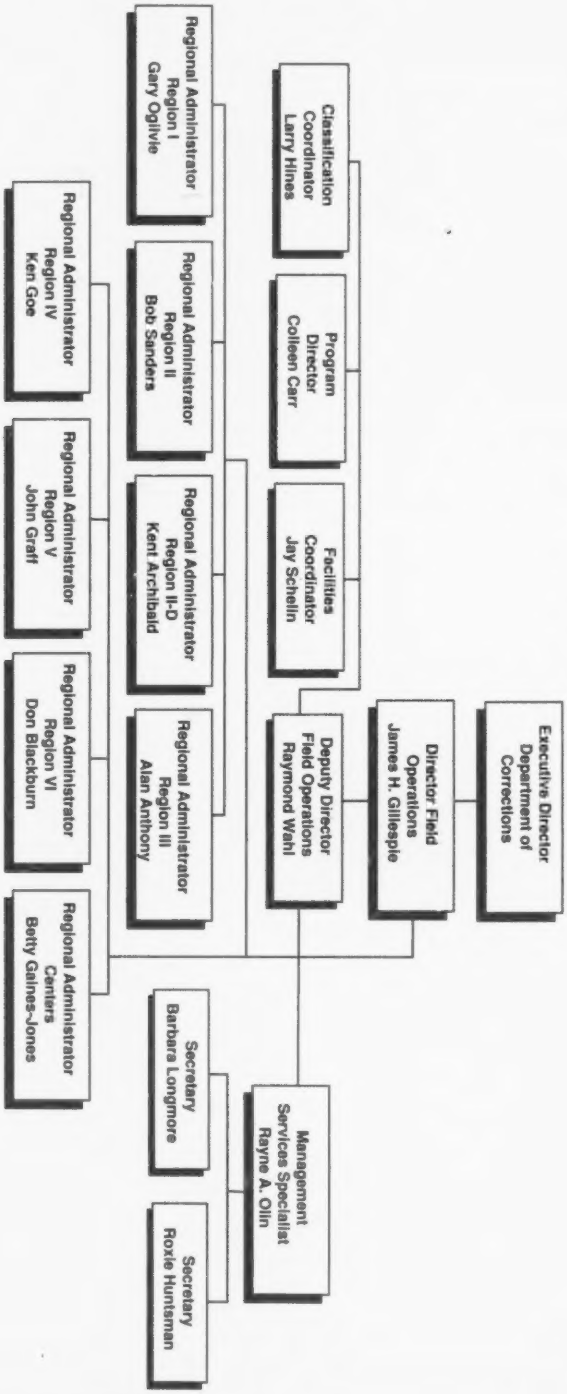
The Board of Pardons is utilizing new equipment such as their portable FAX machine and cellular phones. This equipment has allowed us to contact a Board member at any time, day or night, as emergencies arise. We, in Field Operations, would like to also thank the Board of Pardons for their willingness to assist us with our endeavors.

Once again, I would like to salute all members of Field Operations for your outstanding dedication to duty and a job well done. Let's move into 1992 with the same drive and intensity that you've demonstrated this past year. Hopefully, your efforts will be recognized by the Legislature and rewarded in ways that only they can do, "salary increases."

Continue your growth through education and training, for as your mind grows, so will your opportunity for advancement.

Division of Field Operations

Organizational Chart September 1, 1991


Executive Director Department of Corrections
Director Field Operations James H. Gillespie
Deputy Director Field Operations Raymond Wahl
Classification Coordinator Larry Hines
Program Director Colleen Carr
Facilities Coordinator Jay Schelin
Regional Administrator Region I Gary Ogilvie
Regional Administrator Region II Bob Sanders
Regional Administrator Region II-D Kent Archibald
Regional Administrator Region III Alan Anthony
Regional Administrator Region IV Ken Goe
Regional Administrator Region V John Graff
Regional Administrator Region VI Don Blackburn
Regional Administrator Centers Betty Gaines-Jones
Management Services Specialist Rayne A. Olin
Secretary Barbara Longmore
Secretary Roxie Huntsman

Division of Field Operations

Adult Probation & Parole

Intake

Generally, Field Operations' involvement with an offender begins at the time of conviction. Prior to sentencing, the court usually orders a presentence investigation report to assist in the sentencing decision. Included in the report is information in regard to the offender's offense, criminal history, family background, education, substance abuse, financial condition, medical/psychological history, and employment background. Additionally, it serves as a forum for the victims in providing information about the impact of the crime on their lives and the subsequent cost financially, emotionally, and physically.

After the information is obtained and evaluated, the report is submitted to the Court with a sentencing recommendation. Upon completion of the sentencing process, the report remains with Field Operations and is used by probation and parole officers in the supervision of offenders, by the Board of Pardons in the determination of granting parole, and by the prison for information and classification. It may also be used by treatment agencies providing services to the offenders.

During FY 1991, Field Operations completed 2,880 District Court presentences, 3,457 lower court presentences, 143 post-sentences, 99 post-commitment reports, and 644 presentence addendums.

Intake staff meeting to determine recommendations

At sentencing, the court may determine there is a need for additional information and, as authorized by State statute in felony cases, may continue sentencing an additional 90 days and order Field Operations to prepare a diagnostic evaluation. In these cases, the offender is incarcerated in the Diagnostic Unit located at the Utah State Prison until sentencing. During this time, a variety of psychological, intellectual and achievement tests as well as observations are completed on the offender. Staff of the Diagnostic Unit prepare an additional comprehensive report to assist the court. During FY 1991, 436 diagnostic evaluations were completed.

Division of Field Operations

Adult Probation & Parole

Supervision

At the time of sentencing, judges have the option of sentencing offenders to probation under the supervision of Adult Probation and Parole. Those offenders who are committed to the Utah State Prison will generally be released by the Board of Pardons to continue serving their sentence in the community under parole status. For the majority of offenders, at some point during their involvement with the criminal justice system, Adult Probation and Parole will provide supervision.

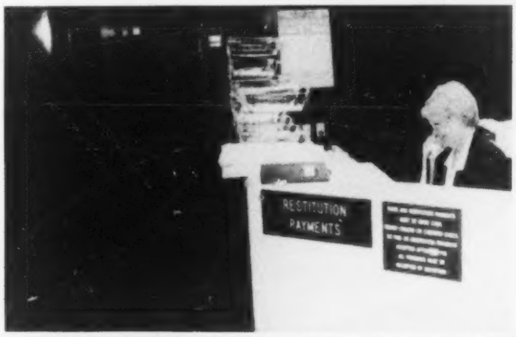
All offenders sign a conditional release agreement outlining the conditions under which probation or parole is granted. The offender agrees to abide by these conditions once placed under supervision by the court or Board of Pardons. Those who violate the terms of their agreement face possible revocation of probation or parole and a period of incarceration or additional restrictions.

To assist in the supervision of offenders, Adult Probation and Parole utilizes a classification system designed to identify the risk and needs of an offender and determine the degree of supervision required. Standards of Supervision have been developed specifying tasks required of probation and parole officers in the monthly supervision of cases. These standards are based upon the offender's legal status, classification level, and offense. Standards of supervision attempt to structure supervision according to the risk and needs of each offender, thus providing the maximum level of community protection.

To further enhance the standards, Adult Probation and Parole has developed specialized caseloads for the sex offender, substance abuser, mentally ill offender, developmentally disabled offender, and high risk offender. Additionally, community correctional centers have become more specialized in their programming for sex offenders, mentally ill offenders, and the developmentally disabled offender.

Intensive supervision Parole (ISP) is available in all regions of Field Operations. The program is designed to enhance the division's mission of community protection. The program provides maximum supervision and surveillance on high-risk offenders. In addition to traditional supervision methods, ISP employs other strategies such as random curfew checks, multiple field contacts, electronic monitoring, and intelligence gathering. Staff work closely with other law enforcement entities to identify, observe and apprehend criminal offenders.

On June 30, 1991, the Division of Field Operations supervised, 8,073 offenders. This number included 1,,881 parolees, 4,047 felony probationers, 1,518 Class A misdemeanor offenders, and 627 other misdemeanor offenders. Of these offenders 351 were under the Intensive Supervision Program. These figures reflect a steady rise in the number of parolees and probationers being supervised in the community and are expected to continue to grow as we seek alternatives to the ongoing prison overcrowding problem.



Adult Probation and Parole Agents Place emphasis on the collection of restitution payments from offenders

Division of Field Operations

Private Providers

Occasionally the need arises for an offender to receive some type of specialized service. Several years ago, Field Operations began contracting with private providers within the community for these services. This ensures a wider range of treatment options for the varied population placed under supervision. At the present time, Field Operations contracts with a number of agencies such as those listed below:

Intermountain Sexual Abuse Treatment	Provides psychological evaluations and treatment for sex offenders under Field Operations' jurisdiction. Services provided for probationers and parolees in Region I, IV, V, and VI.
Weber County Department of Substance Abuse	Provides emergency subsistence, psychological evaluations, inpatient, and community treatment for probation and parole substance abuse offenders. Services available for offenders supervised by Region II.
Weber County Mental Health	Provides psychological evaluations, inpatient, and community treatment for probation and parole offenders. Services available to offenders supervised by Region I and II.
Davis County Mental Health	Provides psychological evaluations, inpatient, and community treatment for probation and parole offenders. Services available to offenders supervised by Region II-D.
Weber Basin Job Corps Center	Residential program providing job training, skills development, and education for offenders under probation and parole supervision. Services are generally used by Region II-D: however, services are available to all regions throughout the State.
Center for Family Development	Provides psychological evaluations and treatment for incest offenders under probation and parole supervision in Region II-D and in Fremont Community Correctional Center. Provides education and treatment for sex offenders supervised by Center's Region.
Project TURN	Provides residential services, education, and training for mentally retarded and or developmentally disabled offenders. Services available in Region III.
Indian Alcohol Recovery Center	Provides residential substance abuse treatment for offenders under probation and parole supervision. Services available in Region III.
Salt Lake Valley Mental Health	In partnership with corrections, the mentally ill offender program is located at Orange Street Community Correctional Center. Monitors and prescribes psychotropic medication for mentally ill offenders under community probation or parole supervision. Provides treatment and skills development programs for residents of community correctional centers in Salt Lake City area.
Canyonlands Human Services	Provides psychological evaluations and treatment to offenders under probation and parole supervision. Services available in St. George.
Career Guidance	Provides employment skills training to offenders under probation and parole supervision in Region IV.

Division of Field Operations

Specialized Programming

Field Operations continues to place emphasis on the supervision and treatment of sex offenders. In addition to services provided through private provider contracts, personnel receive specialized training in this area. Two community correctional centers in Salt Lake and one in Ogden have specialized programs for the sex offenders. There are Standard of Supervision requirements for officers supervising those sex offenders under supervision in the community and the larger regions have officers specializing in the investigation and supervision of these offenders.

Authorized by State statute, the Department is responsible for the registration of all sex offenders in the State. This effort is coordinated through the Field Operations' regions, centers, and the Department's Investigative Unit.

Community Service

Community service programs, an integral part of the organization within most of the regions, are operated by correctional technicians under the guidance of agents and supervisors. In addition to providing a valuable service to the community in terms of the number of hours of work and services contributed, the program also increases the self-esteem of the offenders by providing them with positive work experiences. During FY 1991, this program again saved the counties over a million dollars in jail days which offenders would have served without this alternative.

Restitution

One of the Division's priorities is the collection of monies from offenders to pay restitution ordered as a condition of probation or parole. During the past year, Field Operations has implemented an automated bookkeeping system, which is operational statewide. Field Operations has been successful in collecting and distributing restitution monies to victims for their losses, money which may have never been reimbursed were it not for the efforts of staff.

Electronic Monitoring

Electronic monitoring continues to be a valuable tool for the probation and parole officer. This past year Field Operations increased the number of units in the field and expanded monitoring statewide. The program will grow from a capacity of 30 to 80 monitors.

Computer Literacy Program

A computer literacy lab is in operation at Bonneville Community Correctional Center. This is a computer-based training program designed to take an offender from nonreading to a fifth or sixth grade level. This enables the sex offenders to benefit from treatment.

Mentally Ill Offenders

The Mentally Ill Offender Program at Orange Street Community Correctional Center continues to set an example for the rest of the nation. This program specializes in clinical intervention with the chronically mentally ill criminal offender. Treatment focuses on controlling mental illness with medication as needed, while helping offenders gain cognitive skills appropriate to their functioning level. It also focuses on life skills and education classes which help the offenders learn how to live with their illness without re-offending. Additionally, Adult Probation and Parole has officers trained to supervise the offenders in the community.

Division of Field Operations

Community Correctional Centers

Overview

Staff are involved in treatment groups of the community correctional centers

Centers' Region is comprised of six community correctional centers. Two of these centers are in the Ogden area and four are in the Salt Lake City area. These centers provide residential services to probationers, parolees, and inmates preparing for release from prison. Emphasis is placed on giving offenders the opportunities needed to gain the skills necessary for prosocial, crime-free re-integration into society. Although not limited to just their speciality, each center specializes in certain types of offenders. This specialization enables the centers to provide effective habilitation opportunities while better protecting society.

Offenders placed in community correctional centers learn to become independent, contributing members of society. After orientation, they are required to find and maintain employment. From their earnings, they are required to pay service fees to help defray the cost of the program. They also set up a budget so they can begin paying restitution and fines. Community Correctional Centers recognize that eventually the majority of offenders return to society. The programs offered help offenders develop the skills necessary to remain crime-free if they choose. Each offender housed in a community correctional center is assigned a counselor. This counselor meets with the offender frequently and together they develop a plan which outlines the weaknesses and strengths of the offender. This individualized plan delineates what the offender needs to do to successfully complete the center program and avoid further criminal behavior.

Bonneville Community Correctional Center

Bonneville has the capacity to house 60 male parolees, probationers, inmates, and federal contract offenders. Bonneville provides a treatment program for sex offenders. Offenders ordered into the program must successfully complete the treatment program before being released from the center. Through various treatment modalities, the program teaches sex offenders control. After successfully completing the program, they are still supervised by center staff to ensure they continue in treatment and do not re-offend. This program utilizes psychological testing to help measure the success of therapy. Although the sex offender program was originally designed to treat 15 to 20 individuals, it has averaged between 48 and 50 offenders this past year.

Bonneville also offers classes in life skills, problem solving and stress management. Substance abuse treatment is also stressed.

The computer literacy program aids in the ability of center residents to benefit from treatment.

Correctional Center expanded their use of specilized equipment

Division of Field Operations

Community Correctional Centers

Fremont Community Correctional Center

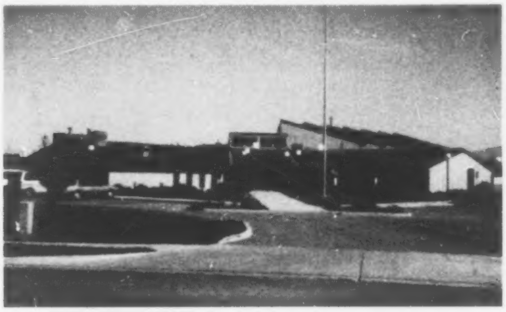
Located in West Valley City, Fremont has a capacity of 60 beds for males. Fremont has two specialized programs, one for incest offenders and one for offenders needing environmental structure. These two programs combine treatment offered by staff and private providers.

Those offenders in the Incest Offender Treatment Program are required to successfully complete long-term treatment. This treatment includes psychological therapy and educational classwork. It helps them learn to replace prior inappropriate behavior with appropriate behavior.

The Environmental Structure Program serves those offenders lacking in life skills. These may be individuals who have been diagnosed as developmentally delayed or who have had a hard time in school. They are offered training in basic education, employment skills, grooming, and social and interaction skills. They are the part of the criminal population who are easily led by others into criminal behavior. Part of the program helps them to avoid being manipulated.

The combination of the two programs at one center has been successful because the incest offenders are usually supportive of the environmental structure offenders, while the environmental structure offenders are not as critical of the incest offenders as some other offender populations might be.

In addition to the specialized programs, Fremont also houses parole stabilization offenders. These are offenders who are released from prison with little or no community support. By placing them in a community correctional center until they have employment, a place to live, and money in the bank, they have increased their chances of succeeding on parole.



Fremont Community Correctional Center

Division of Field Operations

Community Correctional Centers

Ogden Community Correctional Center

The Ogden Community Correctional Center can house 40 male offenders. It accepts probationers, parolees, and inmates. Twelve of the 40 beds are assigned to the sex offender program.

The sex offender program is provided by a private contract. It includes individual and group treatment along with psychoeducational classes. This treatment requires a high level of effort by the offender who is not allowed to advance through the program unless he is progressing in treatment. Once he has successfully completed the program, the offender is required to participate in aftercare to help him maintain behavior which does not put the community at risk.

Ogden Community Correctional Center also offers a substance abuse treatment group through a contract provider. This substance abuse treatment works in tandem with the therapy offered to the sex offenders because many have drug or alcohol problems.

Staff monitor center security

Orange Street Community Correctional Center

Orange Street Community Correctional Center is a 60-bed facility which houses male parolees, probationers, and inmates. The center specializes in the chronically mentally ill offenders.

The program combines efforts to prevent criminal behavior in this population and to help them control and live with their mental illnesses. It provides diagnosis and evaluation of medical problems. A day and evening treatment program is provided to these offenders with a strong emphasis on community coping skills. This program includes classes in reading, life skills, mental illness, substance abuse, sex education, recreation, and group skills. It includes an aftercare program. The contract treatment is augmented by services offered by the Orange Street staff. Contract staff in the MIO program work closely with corrections staff creating a union of the two agencies. This united effort benefits the offenders by enabling them to live more productive lives and it benefits society by decreasing the criminal activities of this offender population.

Division of Field Operations
Community Correctional Centers

Parkview Community Correctional Center

Parkview is a unique center in several respects. The facility is comprised of two old houses connected by a walkway. It is in a residential area of Ogden. It has a capacity of 29. Parkview Community Correctional Center is the only State-operated facility in Utah which is co-correctional. The male and female offenders participate together in group and educational activities as well as meals. One building has sleeping quarters for the females and the other for the males. Parkview houses both male and female probationers and parolees, female inmates, and federal contract offenders.

Parkview specializes in offenders who need education, job skills training, and substance abuse treatment. Substance abuse therapy is offered through a contract. Educational and intervention groups are run by staff members. This facility has an active and effective GED preparation class. Offenders who do not have academic skills which enable them to prepare for the GED are tutored to assist in improving their educational functioning. The treatment program at Parkview also includes job skills classes, referral to the Ogden Area Vocational Center, and life skills education.

Women's Community Correctional Center

The Women's Community Correctional Center has a capacity for 20 female offenders. The offenders include probationers, parolees, inmates, and federal contract offenders.

Programming at the Women's Center focuses on job skills, crisis intervention, substance abuse treatment, and personal growth. Since the majority of the women are mothers who will be returning to their children, programs are also offered to improve parenting skills. Self-esteem courses are offered. Attendance at treatment and programming sessions is required to successfully progress through the center. The Women's Community Correctional Center also includes a strong educational program.

The majority of the programming is facilitated by center staff members rather than contract providers. This means the staff members take responsibility for both security and treatment services. The efforts of the staff are augmented by volunteers. Personnel from Exodus, a volunteer program dedicated to helping offenders succeed, have been especially helpful this past year.

This year a contract provider was obtained to offer sex offender treatment at the Women's Community Correctional Center. This provides the female sex offender with the same opportunities for treatment which are available to male sex offenders.

Division of Institutional Operations

Division of Institutional Operations

Lane McCotter
Director

Kim Thompson
Director
Effective January 3, 1992

Mission Statement

The primary mission of the Division of Institutional Operations is to provide a continuum of confinement to control committed offenders so that they may function in a manner which will not be harmful to themselves, staff, other offenders, or society.

Building on the solid foundation of the past five years, 1991 has brought dynamic leadership and operational changes to the Directorate of Institutional Operations to propel the Division through the exciting challenges of the 1990s. March 1991 saw former Director **Gerald Cook** accepting the appointment as Director of Technical Services and **O. Lane McCotter** joining the Division family as Director. Additionally, **Tom House**, a 19-year employee, returned as Warden of North Point from the Division of Field Operations in March 1991. In June 1991 **Tamara Holden** returned from a six-month leave of absence where she broadened her horizons with the Oregon Department of Corrections to assume the responsibilities as the Warden of South Point.

Two significant operational changes were enacted to better prepare the Division to manage its mission responsibilities. First, the Division of Program Services, under the leadership of Jeff Galli, Joined the DIO family. This significant change provided a centralized focus for the planning, coordination, and execution of all inmate programming with institutional security, enforcement, and support operations. Secondly, on July 1, 1991, the Medical Services Bureau was created under the leadership of Dr. Robert Jones and David Worthington as the Bureau's first Medical Director and Medical Administrator, respectively. The Bureau's mission of providing all inmate health services and mental health care to a rapidly expanding inmate population will best be served by having a proven Medical Director making daily medical operational decisions and planning for our medical needs of the future.

With these and other significant changes, the Division has managed to close out 1991 as one of the safest, most productive years ever. Inmate acts of violence continue to decline and there have been no escapes from inside any of our institutions.

The Division is especially proud of the dedicated, professional men and women who operate and support our prison operations daily. Their unselfish efforts have made 1991 one of our best ever.

Division of Institutional Operations

Organizational Rationale

To effectively discharge statutorily imposed responsibilities; achieve mission objectives, and competently manage an extensive and complex operation the Division of Institutional Operations (DIO) has strategically subdivided into seven specialized components. These components include:

- Administrative Office
- Enforcement and Security
- Program Services
- Inmate Placement Program
- Facilities
- Support Services
- Medical Services

Administrative Office

The administrative office governs the operations of inmate classification, disciplne, and grievances. It facilitates "Service of Process" delivery to inmates and staff after receipt from agents of the court. It generates fiscal strategies to ensure the efficient management of the annual budget appropriation. It coordinates division personnel actions to ensure that operations are functionally staffed and managed. And it arranges inmate appointments with contract attorneys.

Facilities

Inmate housing facilities include the Draper site, North and South Point Facilities, The Central Utah Correctional Facility in Gunnison, and the Cedar City site, Iron County/Utah State Correctional Facility. The Division's facilities manage offenders requiring medium and maximum levels of control and presenting special management needs such as the mentally ill, the developmentally disadvantaged, and those afflicted with the AIDS virus or diagnosed as HIV positive. The facilities also manage offender visiting and recreation programs.

Enforcement and Security

Enforcement and Security manages perimeter security at control stations; tactical, S.W.A.T., and K-9 operations, fugitive apprehension, and inmate transportation.

Support Services

Support Services discharges programs essential to the successful operations of the division. Assignments include food services, maintenance, facility safety, warehouse, purchasing, photo lab, inmate records, inmate clothing, inmate laundry, inmate property, inmate accounts, inmate mail, and inmate commissary.

Program Services

Program Services is accountable for the development, implementation, and program maintenance of the Division's inmate habilitative service tracks which include mental health, psychiatric referral, educational, life skills, substance abuse, sex offender, mentally retarded, and developmentally disadvantaged treatment services. It also administers the chaplaincy, volunteer, and inmate library programs.

Medical Services

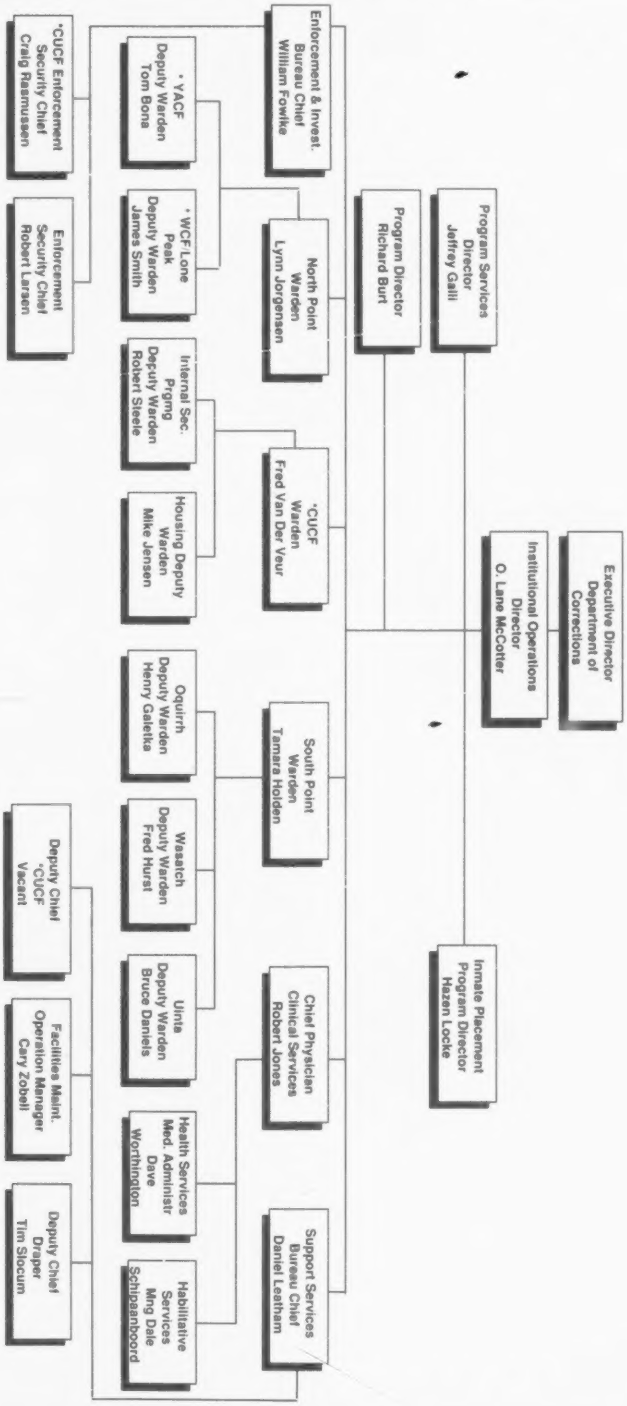
Medical renders clinical, dental, optical, and mental health services to sentenced offenders housed in the prison system, community correctional centers, and county jails. It operates infirmaries at the Draper and Gunnison prisons. It discharges the offender HIV testing program consistent with the statutory imperatives of UC 26-26-1 et. seq. and UC 64-13-36 "Testing of Prisoners for AIDS and HIV Infection."

Inmate Placement Program

Inmate Placement coordinates the placement, supervision, and treatment of sentenced offenders assigned under contractual arrangement to county jails situated within the State. It facilitates and coordinates the interstate exchange of offenders under the guidelines of the Interstate Corrections Compact, the Western Interstate Corrections Compact, and individual contractual arrangements with non-compact states and the Federal Government. It executes the legislative mandates of UC 77-28N pertaining to the "interjurisdictional transfer of prisoners." It provides an administrative structure for the discharge of the UDC's contractual obligations at the Iron County/Utah State Correctional Facility and also serves the function of liaison between the UDC and the County Sheriff's Association.

Division of Institutional Operations

Organizational Chart September 1, 1991


Executive Director Department of Corrections
Institutional Operations Director O. Lane McCotter
Program Services Director Jeffrey Galli
Program Director Richard Burt
Inmate Placement Program Director Hazen Locke
Enforcement & Invest. Bureau Chief William Fowlke
*CUCF Enforcement Security Chief Craig Rasmussen
Enforcement Security Chief Robert Larsen
North Point Warden Lynn Jorgensen
*YACF Deputy Warden Tom Bona
*WCF/Lone Peak Deputy Warden James Smith
*CUCF Warden Fred Van Der Veur
Internal Sec. Prgmg Deputy Warden Robert Steele
Housing Deputy Warden Mike Jensen
South Point Warden Tamara Holden
Oquirrh Deputy Warden Henry Galetka
Wasatch Deputy Warden Fred Hurst
Uinta Deputy Warden Bruce Daniels
Chief Physician Clinical Services Robert Jones
Health Services Med. Administr Dave Worthington
Habilitative Services Mng Dale Schipaanboord
Support Services Bureau Chief Daniel Leatham
Deputy Chief *CUCF Vacant
Facilities Maint. Operation Manager Cary Zobell
Deputy Chief Draper Tim Slocum

*CUCF - Central Utah Correctional Facility
*YACF - Young Adult Correctional Facility
*WCF - Women's Correctional Facility

Division of Institutional Operations

Office of the Division Director

Administration

Draper Site

Institutional Operations Directors Office Staff, from left: Vickie Brown, Sandra Greenwood, Enid Bourgeious, Richard Burt, Allison Steadman, Susan Greenwood, Lori Worthington

The Division Director's office consists of an Administrative Assistant, Richard Burt, who is responsible to assist the Director and to supervise the administrator of the Management Services Unit; a Management Services Coordinator, Enid Bourgeois, who is responsible for Division personnel and related issues; a Budget and Accounting Officer, Vickie Brown, who is responsible for the management of the Division's budget; an Administrative Secretary, Lori Worthington, who is responsible to assist the Director and manage office technicians and clerks; an Office Technician, Lee Ann Larsen, who is responsible for Management Services Unit secretarial and filing responsibilities; two Office Technicians, Allison Steadman and Susan Greenwood, and an Office Clerk, Sandra Greenwood.

Division of Institutional Operations

Administration - Offender Management Services

Classification

Offender classification is based upon an objective evaluation of risk and holds offenders accountable for their past and present behavior. Classification is used to determine the level of security necessary for housing a given offender.

The Classification Review Officer has the responsibility for overseeing the classification process within the division, for auditing those functions, and for tracking temporary restriction orders to prevent any misuse of the system.

Additionally, an ongoing Classification Task Force made up of administrators from throughout the division is impaneled to review the classification system and recommend modifications when necessary.

During the past fiscal year, there were 1,558 initial classification assessments; 4,674 classification reassessments; and 441 challenges to classification.

Draper Site Managment Services Staff, from left: Carl Jacobson, Billie Casper, Margaret Peterson, Sandra Greenwood, Paul Rasmussen, Colleen Gabbitas

Grievance

Offenders are in the frustrating position of having little power or control over their activities or surroundings during incarceration. Small problems can assume significant importance under such circumstances. The grievance process is a means by which offenders can air those problems.

Many grievances can be handled informally. When this is not possible, the Process Coordinator is tasked with formal resolution. During the past fiscal year there were 848 offender grievances handled at the formal level. Offenders most often filed grievances for reasons related to property, medical/dental, and mail issues.

Disciplinary

Frequently an offender's inappropriate behavior continues even after incarceration. The Disciplinary Hearing Officer conducts due process hearings for all offenders charged with major infractions of institutional rules and regulations. The purpose of these hearings is to establish the innocence or guilt of the offender and to administer an appropriate sanction.

During the past year the Disciplinary Hearing Officer conducted 3,088 hearings, of which approximately 88 percent found the offender guilty. In the remainder of the hearings, the offender was found not guilty or had the charges dismissed or reduced to a minor level.

During this same period, some 397 decisions were appealed to the Department's Administrative Law Judge with less than one percent of the decisions being overturned.

Central Utah Correctional Facility Management Services Staff, from left: Don Carroll, Dennis Schugk, Tim Hill

Central Utah Correctional Facility

The Central Utah Correctional Facility (CUCF) has an offender Management Services office. It includes a Classification Review officer, Grievance Coordinator, and an Inmate Disciplinary Hearing officer. Each position is cross-trained to allow full service and backup coverage.

Legal Services

To ensure that offenders have adequate access to the courts and are not impeded by their incarceration, the division maintains contracts with private attorneys to perform various legal functions in behalf of offenders.

Additionally, Offender Management Services is responsible for the prompt delivery and recording of criminal and civil complaints lodged against staff or offenders.

Division of Institutional Operations

Program Services

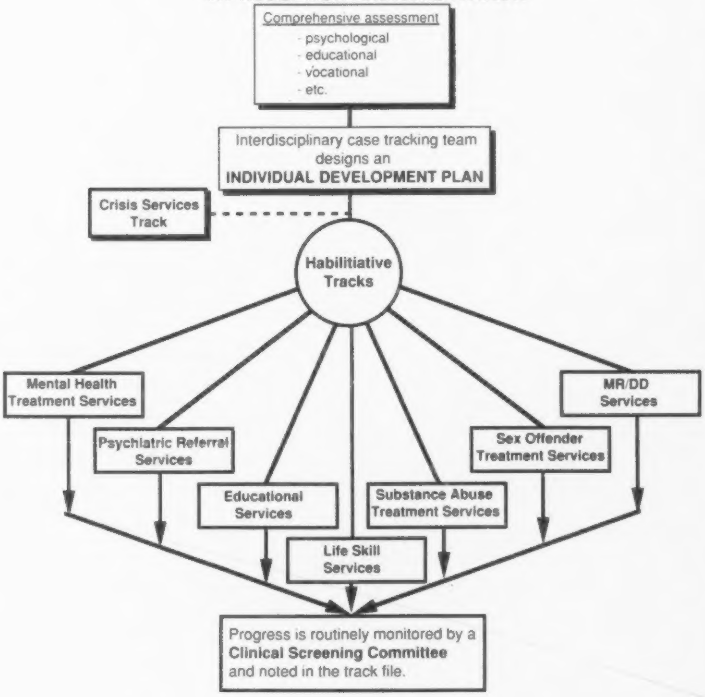
Program Services
Director
Jeffrey Galli

The function of Program Services is to develop resources, propose new program options, recommend modifications (when necessary) of existing programs, and generally coordinate and evaluate the offender programming effort within DIO and its relationship to other program components within the Department of Corrections.

Comprehensive Offender Programming Plan

In the 1990 UDC Annual Report, it was reported that a Comprehensive Offender Programming Plan had been developed after considerable study. It was designed to better assess the needs of offenders and to ensure that treatment services were appropriately allocated. This year, a phased implementation of the eight habilitative tracks has begun. Lack of resources may preclude the implementation of all tracks within each correctional site. However, each track will be available somewhere within DIO. This comprehensive plan is briefly represented below:

AT RECEPTION AND ORIENTATION



Comprehensive assessment
- psychological
- educational
- vocational
- etc.
Interdisciplinary case tracking team designs an INDIVIDUAL DEVELOPMENT PLAN
Crisis Services Track
Habilitiative Tracks
Mental Health Treatment Services
Psychiatric Referral Services
Educational Services
Life Skill Services
Substance Abuse Treatment Services
Sex Offender Treatment Services
MR/DD Services
Progress is routinely monitored by a Clinical Screening Committee and noted in the track file.

Division of Institutional Operations

Program Services

The Program Services Umbrella

To ensure programming continuity among DIO correctional sites, Program Services has been developing centralized policy and procedure regarding the many components which make up offender programming. The implementation and administration of those programs is decentralized to account for differing facility resource levels. The liaison responsibilities of Program Services extend to the following areas in addition to the mental health programming found within the Bureau of Medical Services.

Educational Services

It is the philosophy of the division to provide offenders with the opportunity for learning experiences that are based upon their individual needs. To this end, a comprehensive, continuous educational program is maintained for offenders who are in a position to take advantage based upon their classification level and/or facility in which they reside.

The Utah State Board of Education has the statutory responsibility for the development and overall supervision of educational programs for offenders in the custody of the Department of Corrections. As such, the Board has proposed a "Recidivism Reduction Model" (outlined below) and has aggressively sought legislative funding in this regard. These funds have risen yearly but barely scratch the surface given that the educational deficiencies of offenders are so profound. Actual service delivery is accomplished through contracts with local school districts in whose geographical boundaries correctional facilities are found as well as with respective institutions of high education.

RECIDIVISM REDUCTION MODEL COMPONENTS

1. **Needs Assessment**
2. **Cognitive Program Solving Skills**
3. **Basic Literacy Skills**
   a. English as a Second Language
   b. Core Program Elementary
   c. Core Program Middle and High School
4. **Career Skills**
   a. Vocational
   b. University Studies
5. **Job Placement**
6. **Post-Release Tracking and Support**
7. **Family Involvement and Support**
8. **Research and Evaluation**
9. **Multi-agency Collaboration**
   a. Utah State Office of Education
   b. Utah Board of Regents
   c. Local Board of Education
   d. Utah State Office of Rehabilitation
   e. Utah Department of Corrections
   f. Utah Department of Employment Security
   g. Utah Department of Human Services
   h. Utah Department of Community and Economic Development
   i. Utah Board of Pardons

Division of Institutional Operations

Program Services

Substance Abuse Treatment Services

Few offenders ever request drug or alcohol treatment because they want to stop using. Most request help because they want to stop hurting, stop feeling guilty, stop losing jobs, stop going to prison, etc. Most substance abusers eventually recognize that their drug or alcohol usage is somehow connected with all of their problems.

A staff of professional therapists conduct the division's Substance Abuse Treatment Services. The components of these services consist of awareness education, group therapy, self-help lessons, Alcoholic and Narcotics Anonymous, self-concept development, and family therapy.

All facilities within the division have at least one portion of Substance Abuse Treatment Services allowing every interested offender to apply for participation. Additionally, these services touch upon such critical areas as anger and violence management, changing criminal thinking patterns, and other life skill building areas.

Life Skill Services

One component of programming which is valuable to every offender is that of life skills development. This includes classes and activities designed to aid offenders in establishing a life-support system prior to their eventual release.

Volunteer Services

Volunteer Services within the division has been in existence for more than 15 years. It has mushroomed from a handful of volunteers recruiting other volunteers to the successful program we have at present which utilizes the services of over 500 volunteers.

Volunteers play a significant role by supplementing staff and offering offender programming that otherwise might not be available. Volunteers represent a corps of well-trained professionals who serve as non-paid staff.

In addition to working in religious areas, volunteers can be readily found teaching classes in life skill areas such as money management, self-improvement, motivation, leisure activities, etc.

Division of Institutional Operations

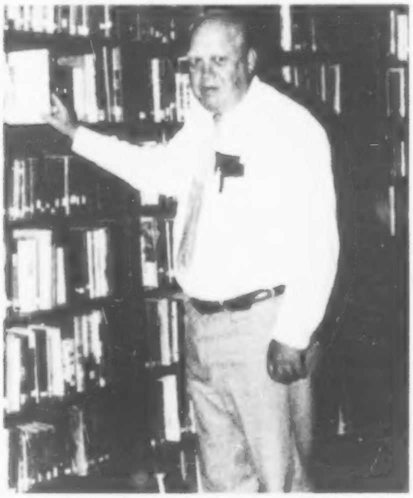
The Program Services Umbrella

Chaplaincy Services

A wide variety of religious services and activities are provided to offenders. The six part-time staff employed as prison chaplains are responsible for the coordination and delivery of all religious services and counseling. Currently, there are two chapels at the Draper site, both located at South Point. A third chapel, to be located at North Point, is planned and will be completed as quickly as donated funds can be raised. The Central Utah Correctional Facility also has dedicated space for congregate religious services.

The chaplains represent a wide variety of religious denomination affiliations as well as a broad spectrum of theological training and pastoral experience. They provide religious counseling and spiritual guidance to offenders on an individual basis as well as facilitating congregate services.

One of the most important elements of the chaplains' duties is the recruiting and supervision of religious volunteers and ecclesiastical guests. The chaplains currently supervise over 250 religious volunteers whose ranks are ever increasing. The chaplains are a valuable asset and, with an increasing need to provide more offender services, their role will become even more significant.



Dennis Christensen, recipient of the Utah Library Association 1991 Distinguished Service Award

Library Services

The many libraries found within division facilities offer offenders the opportunity to get away from the crowded conditions and stress inherently found in the housing units. Services include leisure reading materials as well as enhancement of the division's educational programs. The libraries receive heavy offender traffic circulating in excess of 60,000 books annually. For offenders whose classification prohibits access to a library, a special collection of paperback books is made available within the respective housing unit.

Division of Institutional Operations

Inmate Placement Program (IPP)

Inmate Placement Program Director

Haze Locke

The Inmate Placement Program (IPP) supervises and coordinates the placement of offenders in county jails, other state prisons, federal institutions, and other countries via treaties for the international transfer of criminal offenders. These placements are accomplished to assisted with population control, protection of offenders, and to meet other Departmental and offender needs. **IPP also provides (1) liaison with the Utah Sheriff's Association and (2) the structure and administrative support under which the Iron County/Utah State Correctional Facility operates.**

County Jail Placement

During the past fiscal year, State offender spent some 39,400 days in county jails under terms of contracts with IPP. Counties received approximately $1,550,000 in reimbursed costs.

Other State and Federal Placements

Offenders are exchanged with other states and the U.S. Bureau of Prisons on a one-for-one basis whenever possible. These exchanges are accomplished under terms of the Interstate Corrections Compact, the Western Interstate Corrections Compact, the individual contracts with the Federal Government and states who are not party to the above-mentioned compacts. During the past fiscal year, Utah offenders spent some 10,415 days in other state and federal institutions. Federal and other states' offenders spent some 11,100 days in Utah.

International Transfer of Criminal Offenders

The 1990 Utah legislature passed S.B. No. 100 "An act relating to corrections; providing authority and procedures for international transfer of criminal offenders." The responsibility for implementation of this act was placed with the IPP. During the past fiscal year, the staff of the IPP began writing policy and procedure to accomplish this responsibility and started the process of identifying offenders covered by this act.

Liaison Program

This Liaison Program provides coordination with the Utah Sheriff's Association in matters relating to conditions of incarceration, training of corrections officers (county jail officers), development of policies procedures, and legislation that affect jails and Corrections.

The unit also assists the Utah Sheriff's Association by creating and testing jail procedures for compliance with legal and regulatory standards. This helps to ensure that State offenders housed in county jails are treated in accordance with accepted correctional standards.

From left on back row: Ignacio Briones, Chirs Benson, J. Lowe Barton, James Manwill
Front: Pat Fairbanks, Haze Locke, Margaret Middleton.

Division of Institutional Operations

Iron County Utah State Correctional Facility

Mission Statement

The primary mission of the Iron County/Utah State Correctional Facility is to provide community protection in a manner which also enhances the safety of staff and offenders. To accomplish this, Iron County and the State of Utah are committed to the establishment of operational policies and procedures which provide for the development of security and programs to identify, control, and modify the inappropriate behavior of offenders.

Organizational Rationale

The Iron County/Utah State Correctional Facility organizationally includes a security, support services, and program bureau. The facility is managed by a four-member Management and Policy Board which includes the Executive Director of Utah Department of Corrections; Director, Inmate Placement Program, Director of Instituional Operations; Iron County Sheriff; and a member of the Iron County Commission. This board governs all matters of policy and finances. The board meets at regular intervals to consider new ideas, develop policy, or deal with any issue affecting the facility. This unique, joint state and county facility houses State and County inmates under the leadership of one management and staff system, yet a limited amount of separation exists between state and county inmates.

The Iron County/Utah State Correctional Facility houses approximately 100 state offenders with a medium security classification. Much has been accomplished at this facility since it opened in December 1987, with most of its offender program development taking place during the past fiscal year. The facility staff are to be commended for their dedication to this effort.

Under the auspices of the Iron County School Board, a continuum of educational services is offered. In conjunction with these services, Utah State University has installed Com-Net System at the facility. Through microwave transmission, this system will provide postsecondary courses to offenders who qualify for federal financial aid.

The Intermountain Sexual Abuse Treatment Center (ISAT) is under contract to provide comprehensive, specialized treatment for sex offenders, as well as for their families and victims.

Psychological services, substance abuse treatment, and individual and group therapy are offered through a private provider on contract with the facility.

Iron County Director, Jimmie Stewart

Division of Institutional Operations

Young Adult Correctional Facility

Young Adult Correctional Facility Warden

Tom House

The Young Adult facility has the capacity to house 572 offenders and the facility is classified as a medium security facility. Offenders at the facility range in age from 18 to 74 years of age. The philosophy of the facility is to provide a secure and safe environment in which to offer a variety of programs designed to provide the incarcerated offender the opportunity to develop skills and to make personal changes necessary to avoid reoffending.

The main emphasis of the Young Adult Correctional Facility is to provide community protection in a manner which enhances the safety for staff and offenders alike, and also to provide a number of programs which emphasize treatment, education, employment, life skills, recreation, and public service. The programs are provided by the Corrections staff, contract staff, outside agencies, their staff, and volunteers.

The facility is the education center for Institutional Operations offering literacy training, basic education, high school, college, and vocational training. There are also community education classes offered which cater to the diverse interest of the offenders.

The vocational training area consists of building trades in which offenders are taught the skills necessary in carpentry and building construction. It is planned in the

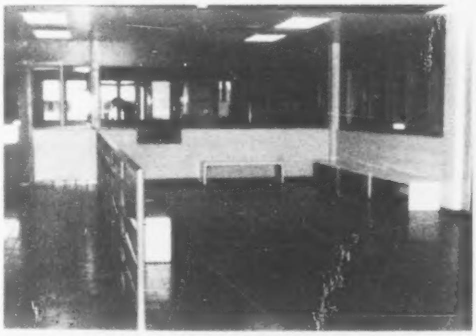
An integral part of institutional security is the visual count of inmates. The YACF officers are required to count the inmates several times daily.

Division of Institutional Operations

Young Adult Correctional Facility

near future to expand the vocational training programs to teach the electrician and air conditioning trades.

The facility also houses a portion of the Utah Correctional Industries Data Entry, Micrographics, and the Road Crew, which employs approximately 60 to 80 offenders during the entire year.



Central Control - the facilitys busiest place. All traffic must enter and exit through the control gates. Most radio and telephone communication also pass through the control room.

The Young Adult Facility provides a public speaking program where various public groups come to the facility and are introduced to a panel of offenders and staff who give the public a view of the prison from their perspective. This program increases in popularity each year.

One of the goals in the coming year for the Young Adult Correctional Facility is to identify the population of offenders which are consistent substance abusers, with the intent to provide substance abuse treatment for this identified group.

Another goal for the Young Adult Correctional Facility for the coming year is to provide employment for all capable of work.

The Young Adult Correctional Facility with its many diverse programs is in constant change and a great challenge for staff to maintain the level of security necessary for maintenance and implementation of all the programs at the YACF.

The educational services provide a variety of opportunites to offenders including a computerized literacy lab.

The YACF provides facilities for a building trades vocational training program that not only teaches construction skills to inmates, but presents a quality product to both public and private sector clients.

Division of Institutional Operations

Women's and Lone Peak Facility

The Women's Correctional Facility is in its fourth year of operation at the current location. The facility is unique in that it houses all classification levels within this one facility with a capacity of 143. This requires special attention and sensitivity by the staff in dealing with the wide variety of inmate problems and housing concerns. Along with the committed inmates, the Women's Facility also houses the 90-day diagnostic evaluations that are referred by the courts prior to sentencing.

The number of female offenders being incarcerated continues to grow and overcrowding is a persistent problem at the facility. To ease some of the crowding, several county jails have been utilized in housing up to 16 female offenders. The facility is grateful for the response of the county and the IPP Program within the Department of Corrections.

Gardening Program

Lone Peak

Home of the Flame 'N Gos, Asbestos Busters, Conservation Workers and Culinary Services offering employment opportunities, vocational skills, education, therapy, group activities and individual counseling to inmates who meet specific criteria and pass a rigorous screening.

Flame 'N Gos, Utah State Prison inmate firefighters, resulted from an extraordinary relationship between the Division of State Lands and Forestry and the Department of Corrections. Inmates meet stringent health and physical requirements for acceptance. They complete an intensive two-week training course for certification and must sign a contract to stay "on the job" until successful completion of the fire season. Within the Flame 'N Gos there are categories of "firemen."

Inmates cutting trees

Division of Institutional Operations

Women's and Lone Peak Facility

Handline crew. 20 inmates who dig fire lines, use pulsaskies, shovels. and rakes to disperse the flaming ground cover.

Engine Strike Force. 15 inmates manning 5 fully equipped pumper trucks bringing water to the fire site and support to firefighters on the line.

Hot Shots. Newest additional to the Flame 'N Gos, consists of 16 second and third-year firefighters. This Category I first response firefighting team has been trained and equipped to move out within 2 hours, anywhere, anytime. This is the first inmate hot shot crew in the nation.

Burning Embers. 8 to 12 female inmates housed in the Women's Correctional Facility. These female firefighters provide all levels of support services at the fire site base camp. They are the time keepers and the inventory control experts. They load and unload the myriad of supplies necessary to maintain the crews on the fire line.

Asbestos Busters. Consists of 38 inmates and is one of the many programming opportunities offered by Utah Correctional Industries. Inmates meeting stringent health and physical requirements are screened for acceptance. This nationally recognized program offers training and certification, provides all the equipment necessary to work safely at asbestos abatement throughout Utah.

Digging Break Line

Culinary Workers. Ten to 12 inmates are involved in preparing meals for all Lone Peak inmates when in residence or "on the line." They learn meal preparation for large numbers of people, maintain cleanliness standards, learn to utilize and service kitchen equipment, establish field kitchens, and become proficient in Dutch oven cookery.

The Conservation Team. A work force of approximately 25 inmates, provides the Lone Peak Nursery, operated by State Lands and Forestry, with the means to plant and harvest the vegetation necessary for reforestation of Utah. In addition, they are involved in research and experimentation in the latest conservation theories and practices.

Conservation Crew Planting New Starts

The Hot Shots, Engine Strike Team, Hand Line crews, Burning Embers, and the Conversation Nursery workers are never idle. When not active in their area of specialization all these Lone Peak residents are totally involved in helping to save Utah. They have spent hundreds of hours building fences for the Bureau of Land Management, developing nature trails at our State parks, replanting trees after the land has been ravaged by fire, and sealing closed mines for the protection of our citizenry. These inmates have received much public recognition for their completion of many conservation projects which otherwise would have remained undone due to a lack of funding. Lone Peak residents are indeed "committed to Utah's environment."

Division of Institutional Operations

South Point Complex

South Point Complex Warden

Tamara Holden

Oquirrh

The Oquirrh Facility has experienced a year of change and programmatic growth. During late 1990, Oquirrh was required to house an additional 200 inmates due to overcrowding. The old minimum security dormitories were reutilized to house these individuals. Due to the efforts of staff at all levels, this project was successfully managed with no major incidents.

With the opening of CUCF, Oquirrh experienced a drastic population transition. Beginning in November, 1990, and ending in July 1991, Oquirrhs I and II were redesignated from Level I to Level III housing units. Over 400 inmates were relocated to accommodate this change.

In July 1991, under the direction of **Jeff Galli**, Director of Program Services, the Substance Abuse Program and the Education Program were moved from the Wasatch Facility to the Oquirrh Facility. With the cooperation of the Salt Lake Community College, the Oquirrh Facility is scheduled to begin an Automotive Vocational Training Program in the fall of 1991. The Oquirrh staff spent much of 1991 renovating dormitories and preparing classrooms to accommodate these programs.

Through efficient time management, the Oquirrh Facility has been able to provide inmates with expanded recreational opportunities to include length of time and frequency for all inmates housed in that facility. To improve the quality of these recreational opportunities, Oquirrh and Recreational staff monitored the renovation of the Oquirrh Facility gymnasium floor.

It is anticipated that Oquirrh staff's commitment to effective management of inmates will continue to result in further refinement of existing programs and innovative new approaches.

Oquirrh IV Supervisor Jerry Turner doing cell search

Uinta

The Uinta Facility houses maximum security offender, as well as those offenders requiring close supervision. Within a maximum security framework, a continuum of custody and privilege levels are used to manage each inmate based on his institutional behavior. This ranges from housing violent, unpredictable offenders in an Intensive Management section through offenders who are employed in therapy and furthering their education as they prepare themselves for movement to a medium/minimum security area and/or parole.

Also found within the Uinta Facility is the Reception and Orientation (R&O) Unit. R&O receives all new offenders and parole violators, except female offenders who go directly to the Women's Correctional Facility. R&O is responsible for addressing each offender to determine social, psychological, educational, physical, and employment needs before they are classified and sent to an appropriate facility. New offenders receive orientation to the policies, procedures, and behavioral standards of the Division.

Division of Institutional Operations

South Point Complex

Wasatch/Special Services Dormitory

SSD Staff from left: Lt. Joe Farr. Reed Olsen, Karen Hales, Robert Beebe

Prior to the opening of the Central Utah Correctional Facility (CUCF), all housing units of the Wasatch Facility were being utilized. With the opening of CUCF, it was possible to close "B" North and relieve the Wasatch staff of considerable strain. It also became possible to convert nine cells on "B" Block into inmate showers.

The Wasatch housing units are in the process of a comprehensive painting project. The goal is to completely repaint the interior of the facility. It has been several years since a serious painting project was completed.

Taking count - D-Block Supervisor Paul Gardner

The move of the Diagnostic Unit to "A" Block has resulted in a considerable change in the employment rate of regular inmates. The Wasatch Facility now boasts an employment rate of 85%. The employment rate of the Special Services Dormitory (SSD) seems to remain constant at about 70%.

In addition to the change resulting from the opening of CUCF and the movement of the Diagnostic Unit to Wasatch, preparations are being made to establish a mental health unit on "B" North and "C" Blocks.

The SSD continues to serve the special need of select inmates. The addition of track administrators, Dr. **Ronald Sanchez** and Dr. **Evan Shapiro**, and increased security should help SSD continue its proven record of clinical services in a prison setting.

The SSD provides programs designed for the socially inadequate, mentally ill, and sex offenders. SSD programming provides opportunities for the offender to change behavior patterns which have resulted in incarceration. Within secure perimeters, offenders experience emotional and environmental stressors similar to those encountered in the community. SSD staff work to enhance individual self-image and develop the value of identifying and confronting those self-defeating behaviors which inhibit successful adjustment to the mainstream of society.

One of the bright spots of SSD is the Community Education Garden Class, which is under the direction of Officer **Rick McDaniel**. His class provides many therapeutic hours for the inmates and provided the bedding plants for most of South Point last spring. Eight thousand pounds of vegetables were donated to food banks for the needy from the vegetable garden managed by SSD inmates.

Division of Institutional Operations

South Point Complex

Internal Security

Inmates incarcerated at the South Point/Draper site are often under the supervision of the Internal Security components of the Division of Institutional Operations. Internal Security encompasses the security, movement times, and visiting application process for South Point. Also, Internal Security provides supervision in the following areas: seven different control points, visiting areas in Oquirrh and Wasatch Facilities, Utah Correctional Industries, infirmary lobby, college space, Board of Pardons hearing room, and support areas outside of inmate housing. Duty lieutenants are available 24 hours a day, 7 days a week to assist where needed and to provide direction as needed.

In order to support the mission statement, qualified and trained staff are essential to the operation of the South Point Complex. All security equipment must always remain in top working condition and Internal Security is the central location for the repair and replacement of security equipment.

The Internal Security component of the Division of Institutional Operations remains an integral part of the "overall" management of the Institution, specifically the South Point Complex. With all of the changes, the shortages of personnel, audits, and the very constant crowding of the Draper site, Internal Security has continued its outstanding tradition of providing increased services and management of offenders throughout the South Point Complex.

This coming year holds its share of challenges and opportunities, not the least of which will be supporting the added educational opportunities soon to be provided at the Oquirrh V Facility. The anticipation is that programming and education shall continue growing and operating and Internal Security will once again help "make it happen."

Kent Keller in Control #1

Division of Institutional Operations

Inmate Services

Recreation

The Recreation section is responsible for the supervision of the gymnasiums located in the Wasatch and Oquirrh facilities and to provide recreational programs that are conducted in the outside recreation areas, as well as in the gyms.

Inmates have access to unstructured recreational opportunities in the gym, such as handball, basketball, pool, weight lifting, and Nintendo. There are also recreational facilities located in the outside recreational areas such as a jogging and exercise course, outdoor basketball, handball courts, and ball diamonds, which inmates may use during scheduled recreational periods. In addition to unstructured activities, the Recreation section arranges and promotes a variety of structured tournaments, and competitions in such activities as basketball, softball, pool, racketball, weight lifting, bingo, and art contests. Typically, the winners of these competitions are awarded "prizes" consisting of commissary items.

The Recreation section also oversees and coordinates the Wasatch Greenhouse (Green Thumb Program). The Greenhouse employs inmates to grow bedding plants, which are utilized not only by the Draper site but by various other state facilities, charitable organizations, Community Correctional Centers, etc. In addition to the numerous contributions of bedding materials, the Greenhouse sells a large quantity of plants to various nursery operations along the Wasatch Front. Sales to these nurseries provide the funds necessary to operate the Greenhouse. The Greenhouse has consistently operated in the black since it inception.

South Point Recreation staff from left: Julie Varoz/ Martinez, David Bradbury, Tim Roybal, Howard Merrill

Ethnic Minority Resources

The Ethnic Minority Services section is responsible not only for providing specialized services to inmates with an ethnic or minority background, but also for educating nonminority staff and inmates about minority issues.

Ethnic Minority Resource Specialists number among their duties many diverse activities which include interpreting for inmate disciplinary hearings, Board of Pardons proceedings, court issues, and unit management functions. They teach community education classes in black, Hispanic, and Native American traditions and cultures. They coordinate special minority religious ceremonies, such as the Native American Sweat Lodge Ceremony and the activities of its attendant support group. They act as advocates of the minority population in the administrations decision making process. They arrange, coordinate, and supervise special activities such as Cinco de Mayo, Mexican Independence Day, Juneteenth, Black Awareness Month activities, and Native American Pow Wows.

In addition to meeting the special needs of minority inmates, the resource specialists also perform a variety of caseworker functions. such as therapy, counseling, crisis intervention, documentation of case development, and participation in the classification process. They are responsible for the orientation of new inmates coming into a particular housing area. They also conduct prison prerelease classes. The specialists handle the logistics of the actual inmate release, making sure that the inmate has been processed, supplied and transported to an appropriate dropoff point.

EMRS Deloris Velasquez and Joe Finefeuiaki

Division of Institutional Operations

South Point Complex

Social Work Services

Social workers at the South Point Complex continue to provide a wide range of services to inmates while incarcerated, including advocacy, counseling, support, teaching enhancement of everyday living skills, and helping prepare for eventual release to the community.

Working with caseloads averaging 120-140 inmates, Bachelor-level social service workers also prepare various reports for the Board of Pardons, classification documents, and perform case management duties.

With the transition of Master's level certified social workers to Uinta, Oquirrh, and Wasatch Facilities during the past year, direct clinical services and treatment opportunities were greatly expanded to provide crisis intervention and management, group and individual therapy, preventive services, and program development for service delivery. Involvement with the Habilitative Services Task Force is allowing social workers to expand their resource base, allowing greater flexibility in the context of the Classification System.

Laddie Pruett - D-Block Social Service Worker

Community Education

Community Education is a volunteer-based program which provides services similar to those offered by the local high school. Classes taught by departmental staff, as well as civilian and inmate volunteers, are offered in a variety of subjects ranging from literacy and math skills to public speaking and bead work. The program is built around a "quarter system" with classes being offered four times a year. While the classes available to the inmate population is determined to a large degree by the availability and interests of the volunteer teachers, the Community Education staff attempts to recruit volunteers from the ranks of staff, inmates, and the community with specific skills needed at the prison such as literacy, math, dependency awareness, etc. Approximately 519 inmates participate in the program each quarter. The bulk of the classes are taught during the evenings so as to be available to the majority of the inmate population.

Community education is currently undergoing a transition to the Program Services component of DIO.

Division of Institutional Operations

Central Utah Correctional Facility (CUCF)

Central Utah Correctional Facility Warden

Fred Van Der Veur

Mission and Organization

The Central Utah Correctional Facility (CUCF), the newest facility in the Division of Institutional Operations (DIO), began its second full year of operation in September of 1991. Along with the Draper Facilities at North Point and South Point, the Iron County Correctional Complex and the Inmate Placement Program (utilizing Utah's county jails), this facility provides for the secure housing needs of Utah's felony sentenced inmates. The construction of the Central Utah Correctional Facility created an additional 623 secure beds. Activation was virtually a year-long process that saw a full-fledged Correctional Institution become operational without significant incident—a credit to the Utah Department of Corrections (UDC) Administration, training programs, Bureau support, site administrators, managers, supervisors and staff.

Back from left: Edward Hobby, Robert Steele, Michael Jensen, Craig Rasmussen, Tim Slocum, Greg Jacquart, Front from left: Sherri Watters, Fred Van Der Veur, Linda Malmgren

Functioning as a team, the Department capably and professionally integrated the new facility into existing operations. The Central Utah Correctional Facility presently functions as satellite housing to the Draper site. Inmates are both initially received, and ultimately paroled from the Draper complex. As the CUCF grows in size this operational philosophy will undergo close scrutiny by administration to maximize efficiency and sound correctional management principles.

As a full service correctional facility, the CUCF draws heavily on Institutional Operations Bureaus for essential food, maintenance, enforcement, and medical services. All DIO bureaus have site responsibilities specific to each Bureau's mission. The successful activation gives credibility to the team concept and has created a revitalized work environment with exceptionally positive employee morale. All UDC staff sited at the Central Utah Correctional Facility have a "can do" attitude which has produced a model institutional atmosphere.

The site is administered by a warden, a deputy warden for housing, a deputy warden for inmate services, and bureau managers including a deputy chief for Support Services, a medical administrator, and a deputy chief of Enforcement. This site administrative team is augmented by 240 dedicated supervisors, specialists, and line staff.

Division of Institutional Operations

Central Utah Correctional Facility - Enforcement

Security Function

Security is the responsibility of all site assigned staff. Daily operational security including monitoring of inmates, site access and egress, escape prevention, and maintaining an orderly controlled and safe institutional environment is the primary function of CUCF Enforcement, internal security, and housing operation units.

The design has utilized state-of-the-art electronic detection and surveillance technology including perimeter detection systems, close circuit television cameras, and electronic locking systems. Effective site security with high tech equipment is only as good as the staff who operate and maintain the system. **Alert, well trained staff are the CUCF's primary security system**.

The Enforcement Unit provides perimeter security utilizing two towers and perimeter vehicle patrols to constantly monitor inmate movement and intercept unauthorized traffic outside of the housing areas. The Enforcement Bureau maintains a K-9 Unit employing five fully trained officers and five certified dogs. K-9 provides the CUCF with the capability of drug searches, bomb detection, and crowd and riot control.

The Enforcement Unit also maintains a five-person SWAT team trained in hostage resolution and tactics to resolve any inmate disruption that threatens the orderly operation of the institution.

The Internal Security Unit's primary responsibility focuses on inmate monitoring and control inside the common areas of the institution including the visiting area, religious and programming areas, food service areas, recreation yard, medical clinic, and all common access routes. Coordination of internal security functions are provided by the Central Control Room, the hub of all site security operations. Inside security operations are supervised by a duty lieutenant and administratively supported by an officer in charge who is on call 24-hours a day.

Housing Operation is specifically responsible for supervision and monitoring of inmates in the central living areas. Housing officers must insure all institutional security policies governing inmates are complied with while facilitating day-to-day inmate living needs within reasonable, safe, humane, and legal parameters.

The security "teams" have successfully prevented escapes and major disturbances during this past year. This is especially noteworthy when considering the additional elements of operationalizing a brand new untested facility at virtually 80 percent of total capacity. Individual desire, competent direction and supervision, and excellent staff training programs have made security operations a 100 percent success this past year.

CUCF Enforcement Group

CUCF K-9 Unit Officers

Division of Institutional Operations

Support Services Bureau

Programming/Support Function

CUCF Support Services Staff

When an individual is sentenced to prison and placed in the institution, keeping himher there to carry out the order of the court is the primary objective. Keeping an individual in prison, however, is only a small part of the court-ordered penalty. What Corrections does with the individual while he/she is in prison becomes a major consideration.

The UDC mission statement mandates that offenders be secured to protect public safety while directing Institutional Operations to provide opportunities for offenders to engage in habilitative programs designed to improve the emotional, educational, and productivity levels.

The medical, food, maintenance, purchasing, management information, accounting, personnel and training, warehouse, property, mail, and laundry functions ensure that offender day-to-day living requirements are provided. Habilitative opportunities become priority once security and daily living requirements are achieved.

Habilitative programming works in concert with Division-wide offender habilitative program offerings. CUCF offers offenders a number of opportunities to engage in self-improvement activities. Inmates may regularly attend religious services and activities provided by numerous denominations. Educational opportunity ranging from Adult Basic Education through College is available on site with support resources provided by the South Sanpete School District, Snow College, Utah State University, and Sevier Valley Area Vocational Center.

Case management focuses on aiding inmates to successfully negotiate their period of incarceration. Case management is the catalyst that brings the individual inmate into focus and aids him in setting and fulfilling goals within the parameters of institutional demands and expectations. Habilitative Services available to inmates include substance abuse treatment, sexual offender treatment, life skills, educational advancement, mental health including psychiatric services, and crisis intervention. Individual counseling, group therapy and psychological consultation are also available to aid inmates in adjusting to institutional life while simultaneously addressing personal growth, value clarification, and emotional well-being issues.

Over 80 percent of the inmate population is involved in self-improvement, habilitative growth, and educational programming. Inmate supervision philosophy centers on individual inmate productivity and accountability. Although inmate jobs will be limited until Phase II of the project is constructed, inmates are expected to be actively and productively engaged in a planned daily routine. Responsible individual compliance to institutional regulations is demanded and closely monitored.

Division of Institutional Operations

Support Services Bureau

Community Interaction

Successful integration of a major correctional facility into the Sanpete County region required active information sharing and communication with citizens, service organizations, law enforcement, and local governmental entities. The Central Utah Correctional Facility is and will continue to be a strong economic benefactor to Sanpete, Sevier, and Juab counties. Over 75 percent of all employees hired at the facility were from this region.

Institutional operations, philosophy, and the community impact are regularly discussed with a Citizens Advisory Board comprised of responsible citizens of the region nominated to serve by local mayors and county commissioners. Citizen involvement has been widespread as demonstrated by the over 135-plus volunteers that serve the State and the offenders.

CUCF Citizen Advisory Council

As a large state function in a sparsely populated rural region and subsequent benefactor and partner in regional and civic government and law enforcement matters. Administration has adopted a "good neighbor" policy and will strive to maintain a strong positive presence in the region. The Department of Corrections and the State of Utah is proud to be part of the Central Utah rural region and commits to welcoming informed and responsible citizen participation.

Future Directions

With the activation of Phase I of the facility, the Department and the State Legislature will now proceed with the CUCF master plan. The State of Utah's need for secure institutional beds continues to grow requiring legislative action to proceed with the planning and construction of Phase II. This phase adds 768 beds, prepares the site for Phase III, and constructs a Correctional Industries fabrication and production building.

Operations become more efficient and cost effective when all three phases of the master plan have been constructed. The site will ultimately house 2,159 inmates. The CUCF will continue to have a primary economic impact to the Central Utah region while simultaneously providing required Correctional Services for the entire State of Utah.

Division of Institutional Operations

Enforcement Bureau

Enforcement Bureau
Director
Will Fowlke

UTAH STATE CORRECTIONS

The mission of the Enforcement Bureau is to provide security for Draper and Gunnison sites, to prevent escapes, to prevent contraband from entering prison property, to investigate and prosecute criminal activity perpetrated by offenders, civilians, and department personnel, and to provide for secure transportation for offenders. The Bureau is also responsible for quelling offender disturbances and for resolving other emergency and crisis situations.

To accomplish its mission, the Bureau depends heavily on its highly trained staff, special operation units, mobile patrols, surveillance from tower locations, security checkpoints, specialized canine units, electronic security, construction security, and transportation unit. During the past fiscal year, there was a concerted effort to certify every enforcement officer as a peace officer through P.O.S.T. and the Corrections Add-on Academy. To date, approximately 90 percent of the enforcement officers have been certified.

The Enforcement Bureau increased its role in preventing the smuggling of drugs and contraband into the Draper and Gunnison facilities by participating in the Division's "War on Drugs."

This has been accomplished through inmate urine testing program, special projects, expanding the role of K-9 search and search of person and vehicles entering and exiting the Draper and Gunnison sites. In addition, there has been extensive screening for outstanding warrants on individuals attempting to visit. Intelligence information has also been developed on drug and contraband smuggling, resulting in numerous arrests. During FY 1991, Bureau staff arrested 91 individuals for possession of drugs, outstanding criminal warrants, fugitives, and other criminal violations. In addition, there were 123 citations issued for infractions and drug-related violations.

Add-on Academy

Division of Institutional Operations

Enforcement Bureau

K-9 Unit

During FY 1991, the Enforcement Bureau with the help of the Investigations Unit, other Department staff, local law enforcement and facility staff handled two escapes from the Draper site South Point maintenance work crew, three attempted escapes and four walkaways from the Draper site, home visits, and off-property work crews. All escapes, walkaways and attempts were apprehended and returned to the Draper site and now face additional charges.

K-9 Drug Search

During this year the Bureau was given the assignment of security patrols at the Utah National Guard Headquarters at Draper. Because of additional training and peace officer certification, requests from allied law enforcement agencies for assistance have increased.

Requests have included assistance for high speed pursuits, traffic accidents, warrant service, marijuana eradication projects, and as backup officers in critical incidents.

KSL Pilot, Dan Brown, provided assistance in the apprehension of escapees

Apprehension of escapee Rick George

Division of Institutional Operations

Enforcement Bureau

Special Operations Unit

The Special Operations Unit located at the Draper and Gunnison facilities have obtained specialized training providing technical services to the facilities, Department and other local, federal, and State law enforcement agencies. This unit assist facility staff in the routine movement of recalcitrant offenders to include forced cell and section entries. Their services also include facility security inspections, high risk inmate transports, cell and area searches, hostage rescue, riot control and apprehension of escapee and fugitives. Furthermore, during the past year the team has participated in joint operations and trained with various State, local, and federal agencies to include Public Safety, FBI, and DEA.

Each member has to endure a two-week high intensity training program sponsored by the California Department of Corrections in San Luis Obispo, California. This training is so physical and mentally demanding that the dropout rate is 35% within the first three days. Each member is instructed in the following areas: Hostage rescue, control of inmate disturbances, emergency management, building entries and searches, vehicle assaults, scouting, various shooting skills, rapelling and above all to work as a team. Those members who graduate come back feeling that anything is possible. Recently, the Draper and Gunnison units put a six-man team together to compete in the SWAT Olympics. This competition was hosted by the Intermountain Division of the FBI and brought together ten teams from Utah and Idaho. The events consisted of SWAT tactics and endurance competition in which the unit placed **first overall.**

The Special Operations teams are required to overcome new challenges on a day-to-day basis to best facilitate the needs of the facilities, Department, and stay true to their convictions, **"any time, any place, anywhere."**

SWAT Olympics first place trophy

Division of Institutional Operations

Enforcement Bureau

Transportation Unit

The Transportation Unit is responsible for the supervision and security of offenders to and from the Draper and Gunnison facilities, courts, county jails, community corrections centers, medical and dental facilities, investigations, allied police agencies, and various other locations throughout the State and nation. During the past year the unit has attempted to keep pace with the growing demand for offender transports. The Transportation Unit has added officers at the Gunnison facility which is already operating at capacity.

The unit consists of a Transportation Chief, Captain, Lieutenant, ten officers at Draper, and four officers at Gunnison. In addition to transport staff, enforcement officers are required to take runs to keep up with growing inmate population. The Transportation Unit is averaging almost 800 transports per month, nearly a 25 percent increase from one year ago. These increases are due largely to four factors: 1) a significant increase in medical transports; 2) a rise in court transports; 3) a rise in inmate population; and 4) transports between Draper, Gunnison, and county jails. During the approximately 9,000 inmate transports this year, there have been **no major incidents**.

Finally, the Transportation Unit also assisted in several escape pursuits during the year and assisted the U.S. Marshall's office and other allied agencies with various transports and investigations. This year the unit has developed and implemented a comprehensive Field Training Program for new officers. This program gives the officer four weeks of hands-on training and instruction by two Field Training Officers. During the fifth week, the officer is under the direct supervision of the field training supervisor. Only after the successful completion of this program does the officer assume full transportation responsibilities. The training program has already proved to be highly beneficial to the officers.

Draper Transportation Unit

Division of Institutional Operations

Enforcement Bureau

CROSS CRIME SCENE DO N

Evidence search during apprehension efforts of escap▲

Northgate search ▲

Special Operations assist allied agencies during drug interdiction operations ▶

Special Operations conducting rappelling training ▲

K-9 aggression training ▲

Division of Institutional Operations

Bureau of Medical Services

Bureau of Medical Services Director

Dr. Robert Jones

During the past year we have seen the implementation and realization of the Bureau of Medical Services which includes the Medical, Dental, and Mental Health Services within the Department of Corrections. Significant progress in accomplishing the Medical Master Plan are demonstrated through:

- increased staffing
- upgrading of treatment facilities
- decreased grievance rate
- the addition of two dental operatories at the YACF Facility
- increased staff training.
- We have also built on the effort of previous administrators.

The Bureau has two regions of administration with **Jerry O'Brien** supervising the Northern Region and the Southern Region by **John Gledhill**. **David Worthington** is currently serving as the Deputy Director of the Bureau and brings with him years of experience in administration within the State of Utah and particularly in the Department of Corrections.

We have seen the establishment of on-site specialty clinics to decrease costs, improve accessibility, and help maintain security.

Mental Health has been brought under the Bureau with **Dale Schipaanboord**, M.S.W., as the administrator of this area. He coordinates both the North and South regions and with the aid of Frank Rees, Ph.D. and their staff are implementing parts of the Habilitation track system.

Although the future will hold many challenges,we look forward to being proactive and we will continue to deliver excellent medical and mental health services to the inmates housed within the Utah State Prison.

Draper Site

A major obstacle in the Bureau of Medical Services which not only impacted this Bureau but other areas as well is that of the activation of employees involved in the military effort related to Operation Desert Storm. Four key staff persons were impacted by this effort. In addition, those who were left behind filled the void and provided the services that were required while continuing to worry about the welfare of the soldiers.

Medical services are now being furnished to the inmates at their various housing facilities. This change has allowed the current staff to better facilitate the needs of inmates in a more efficient and expedient manner.

Staff turnover, as well as attracting potential medical professionals, has continued to be a struggle this year. It seems working conditions here are less than desirable, and combined with higher wages elsewhere, incumbent staff are attracted away.

Division of Institutional Operations

Bureau of Medical Services

Accomplishments of the Draper Unite the construction of a two-chair dental operatory and completion of a new pharmacy. The two-chair dental operatory has been constructed at the Young Adult Correctional Facility. This operatory will provide care to the inmates housed within the North Point compound, thus the risk and time associated with bringing an inmate out of the secure perimeters. The relocation of the pharmacy has taken place to provide adequate space so that inmate medications can be packaged in a blister pack (similar to that of over-the-counter punchout medications), thus making the inmates take more responsibility in the administration of their medical care.

South Point Dental Services

CUCF SITE

Starting up the medical practice at Central Utah Correctional Facility has been an exciting time for the administration and medical staff. Our philosophy here has been that we are a team and as such, we work together. Without this team approach the great accomplishments that have occurred here could not have happened.

The first medical staff hired in June of 1990 required a lot of hustling in order to bring on board five nurses, three doctors, dental staff, optometry staff, radiology, ambulance services, as well as contracts with the hospital, dental labs, and radiologist, all of which needed to be in place by September 26, 1990, the first day that we received inmates.

Wendy Williams Completing HIV Blood Draws

Central Utah Correctional Facility has a staff of professionals who deliver medical care in a caring manner. We take pride in our medical facility as one that receives as many compliments from the inmates as grievances. Our facility has a well equipped emergency room with a defibrillator, crash-carts, suction, EKG, and surgical table with light, wherein we can facilitate emergency care as well as perform minor surgeries such as removing warts, moles, toenails and performing hemorrhoid surgeries.

The medical facility itself is capable of housing 40 inmates in the Infirmary. We are capable of seeing inmates in their housing area, as an exam room is set up in each housing pod.

Division of Institutional Operations

Bureau of Medical Services

Mental Health Services

The Division of Institutional Operations continues to provide professional treatment for the identified mentally ill offender. The treatment services provided are comprised of individual and group therapy, comprehensive psychological evaluations, crisis intervention and management, diagnostic workups, comprehensive case staffings with related consultation, and clinical supervision of residential treatment programs servicing sex offenders and the mentally ill. Also, the mental health section of the Medical Bureau works closely with the Utah State Hospital in placing the acute mentally ill offender in their specialized facility.

The Mental Health staff are highly professional, not only in education but in experience. They are motivated to provide quality services and to create improved methods in working with this extremely challenging population. The Mental Health Department is now implementing a process whereby all offenders entering the institution will be screened for any serious mental illness and will then be tracked for needed treatment and follow-up. The mental health treatment staff has also developed an on-call system whereby mental health crisis can be responded to on a 24 hour a day basis.

These professionals recognize the need of providing mental health services and how they can impact the behaviors of incarcerated offenders. They are also aware of the difficulty mentally ill offenders have as they go on paroles and enter the community without continued treatment. These issues among others provide the stimulus for the mental health staff to explore and research other methods to best treat this clientele.

Summary

Staff and administrators of the Bureau of Medical Services continue to strive to improve and refine the quality of care delivered to the inmates. Another primary concern is working to improve the condition environment for the staff.

At present the Draper site Medical/Dental and Mental Health units are being litigated in a lawsuit of Henry v. DeLand. The areas presently under litigation have analyzed the service presently provided, and have drawn up plans that build upon present services and supplement them with improvements that our providers, as well as subject matter experts feel that we should implement. We are working toward a settlement in this suit.

Division of Institutional Operations

Bureau of Support Services

Bureau of Support Services Director
Dan Leatham

Mission Statement

The primary mission of the Bureau of Support Services is to provide support to the various operational elements of the Division of Institutional Operations.

The Bureau of Support Services lives up to its role within the Department of Corrections by not only promoting the interests and causes of the Division of Institutional Operations, but also by being a viable element and integral part of it operation. The responsibility of the Bureau is not only that of being supportive, as it is name would indicate, but also that of being contributive to the needs of those areas it serves.

Many challenges have been faced and met by the Bureau of Support Services during this past year. The ever-growing inmate population has contributed to a large part of those challenges by causing a constant need to develop, modify and implement new management skills and philosophy. Litigation has also contributed to the challenges of the Bureau. Because there are services within the Bureau that are constantly scrutinized, continued restructuring and modification have become a common routine and accepted practice.

A reorganization has taken place within the Bureau of Support Services this past year to help meet those challenges listed above and to prepare the Bureau for future demands. The Bureau's Habilitative Services have all been affected by this restructuring. The Psychiatric/Psychological Services have been absorbed within the Medical Bureau with the remaining units having been placed into the newly organized Program Services Bureau. The overall purpose of the reorganization is to provide better services through more efficient and effective management.

The Bureau of Support Services has put together a collective team of managers and staff alike who contribute to the philosophy of excellence. All units contribute to this idea through netting the best product at the least cost with no compromise in quality and service. The objectives of the Bureau continue to be professionalism, dedication, and the production of a quality work product. These achievements are made possible only by staff members who are prepared to meet the increasing demands and challenges in a professional and dedicated manner.

Division of Institutional Operations

Bureau of Support Services

Inmate Funds Accounting Office (IFAO)

The IFAO acts as an agent for the personal money transactions of the inmates. This unit provides monetary accounting services for the inmate funds, much in the way of a small bank. Some of the services provided include the receiving of monies from the inmates' friends and family, disbursing the inmate payroll, processing money transfers, and drafting checks for inmate requests. Monthly statements are issued to inmates detailing their transactions and account balances.

The IFAO also provides support functions for the TV leasing, commissary, food warehouse, and general warehouse by generating the information necessary to help provide vital services to both inmates and staff.

In an attempt to become more efficient and provide greater services, the IFAO has implemented a new computer system that incorporates the accounting functions that are peculiar to all but the corrections industry. Despite some installation pains, the new system shows great promise and assures the ability to provide services that staff and inmates have come to expect.

The IFAO at the Gunnison site has also had an eventful year. Being without an accountant for a portion of the first year put a considerable amount of pressure on the remaining staff, which they handled well. Being a new facility with new staff, the IFAO-CUCF has had a successful first year. The staff needs to be commended for their efforts in making this transition for the inmates a little easier.

Inmate Funds Accounting Office - Draper

Safety Unit

Life safety within the Draper and CUCF facilities is the primary objective of the Safety Unit in the DIO area of operation. Staff and inmates alike are being protected by this unit through providing a safe area of refuge from fire within the buildings or a safe and readily available path of travel to safety. This task is being accomplished within the new disaster planning and evacuation procedures and through training at the Fred House Academy.

Training is a very high priority for staff. It enables them to maintain proper interface with the structure and protective systems. It also enables all to work in harmony with a high level of safety and security. Some buildings have proven to be a challenge is some areas, but all things can be achieved through total staff cooperation.

This unit is committed to safety and the utilization of all resources necessary to provide a safe environment.

Ruben Gallegos
Safety Officer Draper Site

Division of Institutional Operations

Bureau of Support Services

Food Services

The Food Services Operation in the Division of Institutional Operations prepared nearly 2,665,000 meals during the past year between the Draper and Gunnison facilities. This was accomplished at an average cost of $1.00 per meal. This figure does not include those food items donated by the U. S. Department of Agriculture. As was the case last year, donated food items through this source were substantially reduced and compensation had to be absorbed by the Division.

The cost of food increased 5.2 percent from the previous year, according to the Economic Research and Food Pricing Unit in the Department of Agriculture. Fresh fruits and vegetables had the largest overall increase at 7.6 percent.

Food Services continues to make strides in decreasing the percentage of fat and salt in the meals prepared, resulting in a more nutritionally balanced meal for the offender population. The Draper unit has also scored high in the accumulative average score for inspections conducted by the Salt Lake City/County Board of Health averaging 98.7 percent.

The Food Services staff at both the Draper and Gunnison sites continue to carry out the mission of the Department by maintaining a high level of professionalism even when fellow staff members were called to active duty during Operation Desert Shield and Desert Storm.

The Gunnison Facility Food Services finished this year under budget, which should not be misconstrued as a continuing possibility. With the constant increasing rate of inflation and a shortage of donated food products, operating within the current budget constraints is a constant battle which requires a lot of creativity from the staff.

Duane Reuss Wasatch Culinary

Commissary Unit

The Commissary Unit in the Division of Institutional Operations progressed through many positive changes during the year. Some of these changes included the new Commissary Unit in the Gunnison site being stocked and becoming more efficient and the modification to the computer system, all of which improved the overall operation of the Commissary.

The Commissary Unit at the Draper site processed over 85,000 sack orders during the year with a large number of orders also being filled in Gunnison. New operation procedures and delivery schedules were implemented to better meet the needs of the offender population and the Division.

The Commissary has been able to carry out its mission of effectiveness and efficiency during the year with a high level of professionalism and the ability to reach deep down as a unit during the crisis periods.

CUCF Commissary
Lapriel Lotten and Judy Christensen

Division of Institutional Operations

Bureau of Support Services

Warehousing/Purchasing Services

Since the Division of Institutional Operations is a self-contained community, it has a warehousing operation and purchasing agent responsible for keeping the warehouse stocked and the Institution supplied with needed items. Due to the recent expansion of the Division to Southern Utah, the warehouse staff and purchasing agents for both the Draper and Gunnison sites have been inundated with orders and supplies to meet the needs of the expansion and the daily expectations. Staff from both facilities should be commended for their dedication and outstanding work.

CUCF Warehouse
Devon Davis, Jeff Hermansen,
Henry Peterson

Maintenance Unit

The Maintenance Unit has been tasked with many projects during this past year. With the expertise of the many trades existing in the unit, numerous tasks have been accomplished along with the normal maintenance of the facilities and the grounds.

Some of the projects completed this year included:

Herman Baer
Maintenance Draper Site

Draper
Revamping Uinta II doors and cuffports
Wasatch Pharmacy renovation
Oquirrh V Board Room remodeled
YACF Dental Lab added
B-Block shower addition
CUCF double bunk project

Gunnison
Perimeter, property, and yard fences
VDS, Birch, and entrance gates
250 ton gravel disbursment
Recreational yard installation
Boiler plant modification
Installation of sprinkling/irrigation system
Bed and cabinet installations

The Maintenance staff have been recognized nationally for their accomplishments from institutional security enhancement to cell locking systems by the Federal Bureau of Prisons.

At the Draper site, maintenance management has been restructured with three managers to better define areas of responsibility and to improve response time to the needs of the Division. Staff response to this change, staff dedication, and staff cooperation have been commendable and contribute greatly to the efficiency of the unit.

Division of Institutional Operations

Bureau of Support Services

Mail/Property Unit

The Mail and Property Unit is in its second year of operation in its new location at the Draper site and its first year at the Gunnison site. All staff at both facilities have adjusted well to the changes and are functioning in union with each other.

The Mail Unit operations have continued to grow. As the inmate population continues to increase, so does the expectation of services from the unit. The Mail Policy has been revised with consideration weighing heavily on the needs of the Division without compromise to the rights of the inmates. To better facilitate communication between the Draper and Gunnison facilities, United Parcel Service has been contracted to pick up and deliver the mail between the facilities.

The Property Unit has undergone a number of changes during the past year to reduce the risk of contraband being smuggled in. The property staff at both facilities work together in controlling the authorized property received and excess property. The Commissary Unit has contributed by stocking items previously brought in by visitors. The Property Policy has also been revised to clearly outline procedures used in receiving and releasing property.

The Mail and Property Units at both sites should be recognized for the outstanding job they do. The pressures are great to perform with professionalism and, at the same time deliver impeccable service.

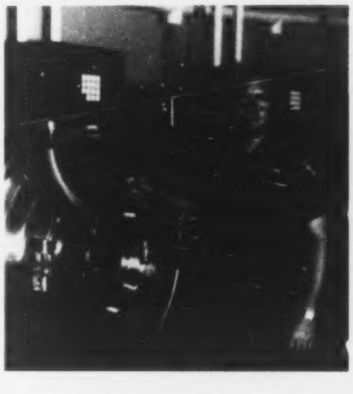
Mail/Property Unit Draper Site

Laundry/Clothing Issue Unit

Over the past year, the Laundry Unit at the Draper facility has been operating at near capacity, processing this year over 574,500 pounds of laundry. This is less than the previous year due to the CUCF opening, but has increased each month since. The laundry at Draper is 16 years old and due to the preventive maintenance program has had very few breakdowns for major repair.

Since opening in the fall of 1990, the Gunnison facility has laundered 195,000 pounds of laundry. The total continues to rise about 10 percent each month. Most of the new equipment has been installed and is being put to good use. The unit is continuing to upgrade and implement new ways of doing a better job. Staff has responded well to the move to Southern Utah and improvement seems to be a daily task.

The Clothing Issue Unit issues and maintains a record of clothing issued to inmates. Used clothing is also repaired by the unit with direct exchange being the mechanism in place for better control of inmate clothing. This requirement for inmates to turn in worn clothing to receive a new issue is one of the most cost saving measures that has ever been implemented.



CUCF Laundry Dan Watters

Division of Institutional Operations

Bureau of Support Services

Photo Lab/Intake

The Photo Lab provides services not only to the Department and Division but also assists other local, state, and federal institutions with the positive identification of offenders with photographs. In this year alone, the Draper Photo Unit furnished 46,986 photographs to different agencies inside and outside of the Department of Corrections.

With the opening of the new Gunnison facility, the Intake/Photo Lab has played an important role in getting the facility up and running. Over 500 photos for the Control Room as well as 500 new inmate ID cards have been produced for institutional and inmate use.

The intake role plays a vital function in the reception of new inmates in the Gunnison facility. This Unit also assigns housing for overnighters being transported due to court, Board hearings, country jail placement, or as needed by the Department.

CUCF Photo Lab Margaret Shand

Record Unit

The Record Unit staff have many varied duties of which only one is to take care of the inmate record files. Initial intake assistance with photos, county book recordings, control of access to inmate records, processing of detainers and dispositions, and the preparation of travel orders are only a few of the added responsibilities of the unit. The passage of new legislation this past session has also added to the responsibilities with the creation of the new Victim/Special Notification Policy.

With the opening of the new Gunnison facility, expanded responsibilities resulted. The development of the Record Unit at Gunnisonrequiredd the Draper Record Unit to facilitate and assist with the gathering and forwarding of inmate jackets to the new facility. Great effort and patience was displayed by staff from both facilities to make the move as smooth and risk-free as possible. The staff who assisted are to be commended for their efforts which entailed months of preparation and numerous extra staff hours.

Record Unit Draper Site

Division of Technical Services

Division of Technical Services

Jerry Cook
Director

Mission Statement

To assist the Department of Corrections in public protection by providing effective technical support in the areas of legal counsel, policy and procedure, planning and research, and information and records management.

Director's Message

This year, 1991, as in years past, brings challenges and changes to the Division of Technical Services. The Division has supported and contributed to the resolution of many challenges confronting the Department of Corrections.

As reorganization has taken place within the Department, the Division has received two changes in directors and renamed the former Legal Services Bureau, the "Office of General Counsel".

The Division has responded with special and technical reports on a number of corrections issues and other information for use with various governmental and special interest groups as well as internal purposes.

The Division has continued with the initiative for a Department-wide MIS master plan. This master plan will ultimately prove invaluable as an efficient and unified system, giving taxpayers the best possible return for their tax dollars relative to the needs of Corrections in the State, while taking advantage of concurrent systems from other selected State resources.

The Office of General Counsel has continued to progress and serve Corrections and the State, with general day-to-day business of that office as well as involvement with the double bunking, mental health, and medical legal questions presently confronting Corrections.

Training for the present as well as the future continues to be one of the top priorities in order to prepare and project efficient and highly trained personnel.

The goals of Technical Services in support of Corrections for the current fiscal year are:

1. a high level of interaction with staff in a professional, efficient, and responsive manner;
2. the pursuit of innovatiVE solutions to technical and correctional issues;
3. the application of long and short-term planning practices;
4. the provision of sound and reliable counsel and recommendations;
5. effective collection, management analysis, and dissemination of technical information;
6. ensuring compliance with technical requirements and regulations; and
7. the active representation of the Department in coordinating with other entities on technical matters.

Division of Technical Services

Organizational Rationale

The Department of Corrections continues to experience growth. Increasing demands have come for support services with this growth.

The Division of Technical Services has been developed to provide ongoing support to those Departmental entities which will require its services, necessitated by this growth, while at the same time ensuring that the limited resources available to this division are utilized in the most efficient and effective fashion possible.

The Division is organized into three bureaus and a Special Projects Coordinator Section. The Office of General Counsel (OGC) is responsible for providing legal research for the Director of Technical Services. The OGC is also responsible for representing the Department in administrative proceedings. In addition, the OGC members evaluate and assist in litigation filed against the Department. Members of the OGC provide training at the Fred House Training Academy in areas of legal direction.

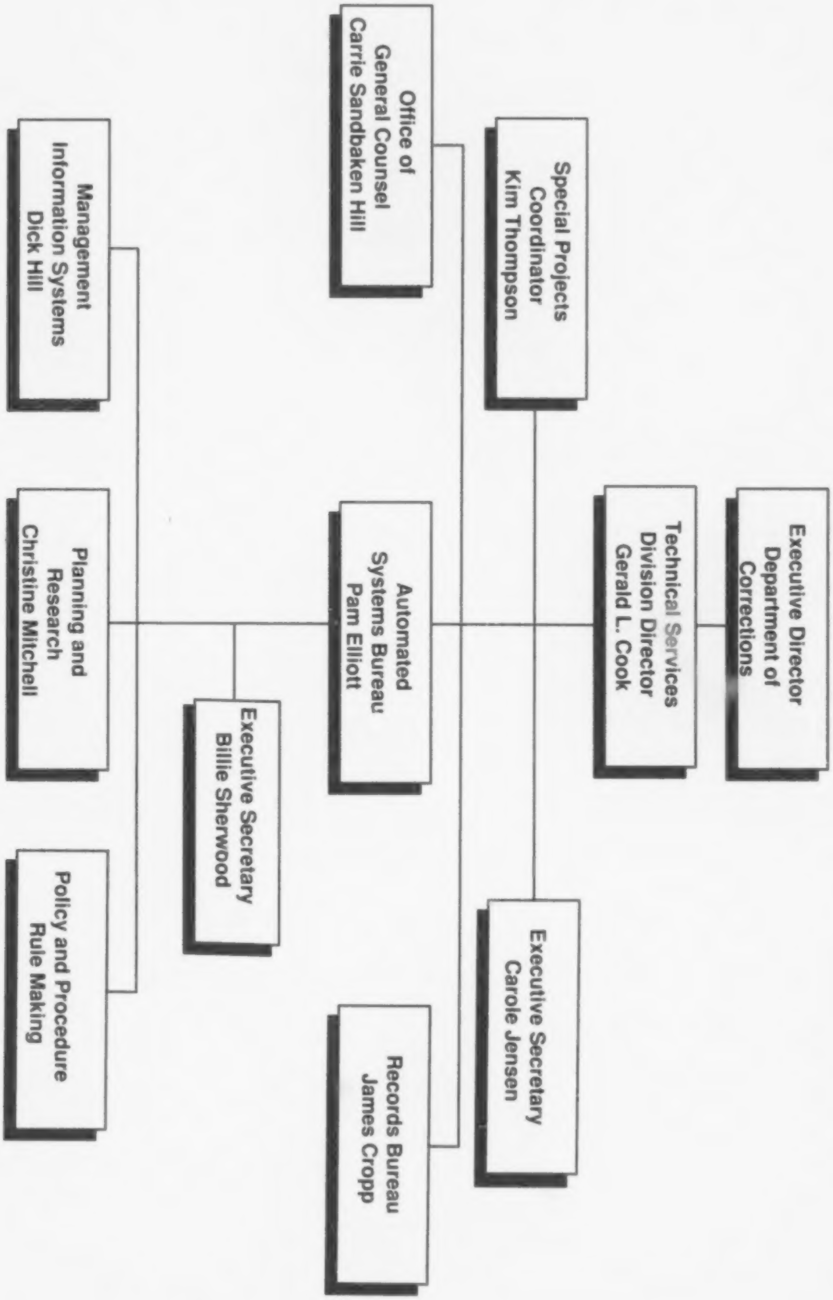
The Automated Systems Bureau provides for the data processing and management information of the Department, develops and distributes policies and procedures, conducts rule making and planning and research functions, and provides specific technical assistance to the Department as needs develop.

The Records Bureau is a new addition to the Division and is still in its formative stages. As growth takes place with the Department, the Records Bureau will assume the function of coordinating and developing standards for keeping records throughout the Department. As the technology becomes available, automated systems will be developed to consolidate records into a single mechanized file that will significantly reduce the amount of file space that we now have devoted to hard copy files.

The Special Projects Coordinator was a new position established by the division last year. Through the efforts of the Coordinator an MIS Master Plan project, an on-going decision making committee was developed to oversee the Seven-Year Master Plan.

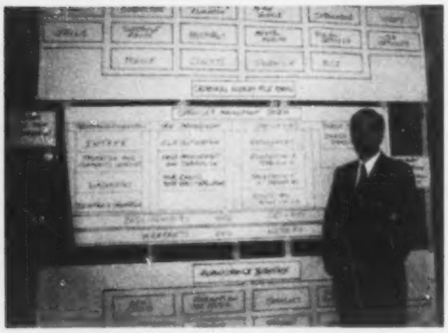
Division of Technical Services

Organizational Chart September 1, 1991



Division of Technical Services

Master Planning Project



Project Manager
C. Kim Thompson

Significant progress has been accomplished on this major long-term computer planning project in four vital areas: the restructing of the decision making approach for computer planning; the completion of a comprehensive software applications needs analysis and plan; the development of the conceptual model for the Department-wide hardware network; and the detailed identification of future MIS resource requirements.

In September, 1990, a steering committee was established with representation from all divisions and the Board of Pardons. A working group was also set in place. This steering committee has become the decision making body for MIS directions under the Executive Director. The steering committee reviewed and approved the immediate implementation of a long-term planning model to be managed by Kim Thompson as the Project Manager. This planning process was carried out during the year with assistance from members of the working group in their respective divisions. The final plans and priorities have been approved by the committee and have been integrated into building blocks and data processing plans for State-level consideration and funding.

In the planning process (known as the horizontal scan), 63 separate workshops were conducted by the project manager and MIS staff. This involved 351 front line and management staff across six divisions including all operational and support units.

In these workshops specific work tasks were identified, divided into administrative and offender groups, and analyzed for potential automation. Priorities were established by the operational staff during these sessions. These results were then collated into projects, tabulated into Department-wide priorities, and presented to the steering committee for management adjustments and final approval.

The plan for automating various administrative processes includes 98 software applications to be developed or purchased in 68 separate projects estimated to take seven years to complete.

The plan for upgrading offender information needs will require a complete rewrite of the OBSCIS system and will also be a multiyear project. The new system (yet to be named) will include 18 separate modules with at least 133 subsections that will integrate all offender management activities within the Department into a real-time operational system that provides for electronic transmission of data throughout the Department. The new system will eventually allow interlinkages with at least 15 other state or national agencies. It will be built in a fourth generation programming language and designed with end users using JAD (Joint Application Development) techniques. Comprehensive report creation capabilities will be designed into the system. The data currently stored in OBSCIS will be transferred into the new system.

The hardware plan includes purchases of two new miniframe computers, a large number of PCs and printers, additional communication network links, and an overlaid network of imaging devices. The long-term plan allows for outfitting all Field Operations Adult Probation and Parole agents and most security and work unit posts within the Institutions. Hardware purchases will be specified to upgrade to industry standards of compatibility and performance for efficiency of end users. Purchases will be spread over several years and installations timed to an availability of funding and readiness of applications.

Additional MIS resource needs have been identified in order to expand programming capacity for the new systems, to provide help desk support, to provide training in new systems, and to increase the projected demand for support in hardware and operations.

While completing the Master Plan Process, several projects were undertaken that have advanced the Department forward ahead of schedule on its Projects. These included installation of a new training system at the Academy with future potential for direct access throughout the Department, a new maintenance system, and purchasing action for a staff scheduling system.

Division of Technical Services

Office of General Counsel Director

Carrie S. Hill

The Office of General Counsel, formerly the Legal Services Bureau, provides in-house legal assistance to the Department of Corrections. The office provides issue-oriented legal research and drafting of legal opinions as the basis for Department policy choices; Department representation in personnel disciplinary proceedings, Board of Pardons hearings, and forced medication hearings; contract and legislation drafting services; training assistance at the Fred House Academy; and assistance to the Attorney General's Office on Department litigation.

On a day-to-day basis, the office advises Department members on appropriate ways to perform necessary tasks while protecting against avoidable legal liabilities. To respond to members' needs, the General Counsel is assisted by a staff of four additional attorneys and an able secretary.

Back row from left: Ralph Adams, Lorrie Lima, Barbara Hibler ,and Jim Beadles. Front row: Carire Hill and Nancy Kemp

Division of Technical Services

Automated Systems Bureau Director

Pam Elliott

The Automated Systems Bureau consists of three units:

Management Information Systems (MIS)
Planning and Research
Policies, Procedures, and Rulemaking

Management Information Systems (MIS) Mission Statement

To provide the technical support services within the Department of Corrections in the following areas:

- Maintenance and operation of computer systems
- Development, evaluation and purchasing software and hardware
- Communication support services
- Coordination with training of technical training needs
- Planning for future expansion needs.

MIS Director Dick Hill

The Management Information Systems (MIS) unit is responsible for the management of the Department's computer systems including ordering, installation, and maintenance of the system as well as implementation of programming changes, and training Department personnel in the use of computers. MIS also assesses user needs for changes, upgrades, or additional hardware and software.

MIS consists of three sections: Software, Hardware, and Operations.

Software

Software accomplishments include:

- selection and installation of a new maintenance system,
- new systems for tracking and reporting training,
- a new inmate accounting system,
- a new commissary system,
- Department policy and procedures developed into a Folio Infobase,
- upgrading the restitution system to interface with the Offender Based State Correctional Information System (OBSCIS); and
- the medical system.

Software Group Front: Randy Stohel (Manager) Back from left: Carla Jensen, Phillip Stireman, Lisa Johnson, Vell Runolfson, Michelle Meie

Division of Technical Services

Hardware

Hardware accomplishments include

- new computer hardware installed at the Central Utah Correctional Facility (CUCF) and Field Operations field offices,
- installation at CUCF, Wang VS-5000 and Local Area Networks (LAN) together, which was a mile stone for Corrections,
- initiation and installation of X.25 network for the Department.and
- Six new PC LANs were installed.

Hardware Group from Left: Troy Buchanan, Krey Thompson, Mel Telford, Tammy Black, Margie Hargett, Glen Walker (Mananger)

Operations

Accomplishments in the operations area include the changing from a 24-hour shift to an 18-hour shift at the Draper facility. This has provided the extra coverage needed during the day. Enhancements to the operator's duties and the daily backup routine.

MIS staff assigned to the Utah State Prison, from Left: Floyd Edwards, Rayma Reno, Dana McDonald (not pictured, Sky Olsen)

MIS staff assigned to CUCF from Left: T.K. Plant, Glenn Stohel, Betty Lewis

Division of Technical Services

Research and Planning Director

Dr. Christine Mitchell

The Planning and Research Unit is responsible for gathering, managing, and disseminating statistical information regarding the offender population under the supervision of the Department of Corrections. This unit also spends considerable timet assisting with program development activities.

Major tasks include the development and publication of research reports, annual reports, comprehensive plans and special documents, as well as the analysis of policies and legislation, program evaluations, statistical analysis, and interpretation of data.

Through these activities, recommendations can be made for changes and improvements in existing programs and for the creation of new programs. In addition, this unit tracks legislation, assesses the cost and potential impact of proposed legislation, and assists with the budget, personnel, and other planning activities.

The Planning and Research Unit supervises the Offender Based State Correctional Information System (OBSCIS); trains terminal operations, agents, and administrators in OBSCIS procedures; verifies the accuracy of data in the system; maintains a technical manual for OBSCIS; corrects data currently in the OBSCIS system; verifies the data through an established procedure; and modifies OBSCIS screens and tables for ease of data entry and interpretation.

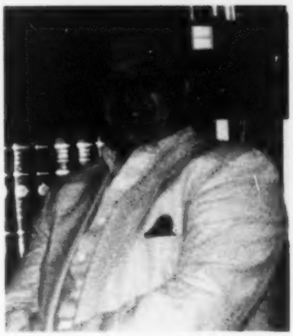
Goals for the coming fiscal year:

1. Complete the validation of the inmate classification system;
2. Validate Field Operations classification;
3. Evaluate Intensive Drug Supervision program in Region II;
4. Continue work on improving accuracy of OBSCIS; and
5. Participate in design of new offender tracking data base.

Planning and Research Unit from left: Chris Mitchell, Larry Bench, Valerie Stagg, Cliff Butter

Division of Technical Services

Records Bureau
Director
Jim Cropp



The Department of Corrections is actively pursuing a long-range goal through the development of a Records Bureau.

The demands on the Department have become increasingly complex as the courts require ongoing documentation of operations, inmate management, and other technical data.

As the Department continues to grow, management will need to rely upon computerized data accumulation and storage to provide an accurate information base that will allow for equitable assessment and informed decision making.

The initial development of the Records Bureau master plan will support the needs of the Department and facilitate the Department's role in the State's Information Practices Act.

Policy, Procedure, and Rulemaking

The process of developing the Department's policy and procedures manual system began in July of 1985 under the supervision of the Executive Director, Gary DeLand. The process remains under the supervision of the Executive Director, but has been consolidated in the Technical Services Division under the guidance of the Director of the Automated Systems Bureau.

To date approximately 460 operational chapters are in print and 620 post order chapters developed and distributed. The chapters are reviewed every 18 months and serve as the most current basis operating guide for every division of the Department.

The Automated Systems Bureau is making a concentrated effort to complete the general manuals for each division, plus continue the development and completion of technical manuals and the Iron County manual system.

The Department's chapters are processed for rulemaking according to the Administrative Rulemaking Act.

Division of Correctional Industries

Division of Correctional Industries

Mission Statement

Winfield A. Tatham
Director

Richard Clasby
Director
Effective August 17, 1991

Mission Statement

Consistent with the Utah Department of Corrections' Mission of Community protection, and providing offenders with the tools necessary to be competitive and enhance the prospects of success in the free world, it is the mission of Utah Correctional Industries to provide training and work experiences for inmates in the production of high quality products and the delivery of high quality services to governmental agencies and other approved customers. Training and work experience shall be provided in an environment that stresses performance standards utilized by successful employers in the private sector. Except for operations developed to provide training only, UCI shall operate at no cost to the taxpayers of the State.

Objectivities to achieve our mission include:

1. active pursuit of appropriate new work opportunities, and expansion of existing operations that do not provide materially unfair competition with the private sector in Utah, and are compatible with a prison environment;
2. the development of vocational training programs that complement the operational components of UCI and provide inmates with marketable skills;
3. providing a variety of work programs and training experiences for the maximum number of inmates while maintaining efficiency levels, that promote the work ethic and the intrinsic values of a productive work experience;
4. pursuing fiscal solvency in each operational unit;
5. providing evaluation and recognition of job performance to assist in promoting good work habits that may enhance employability after release;
6. developing working conditions in operational units that are comparable with those in the industry at large, and copying with appropriate health and safety requirements.
7. recognizing that profit making and public service are both legitimate goals of a correctional industries program;
8. supporting reinvestment of profits to expand industrial programs, improve overall operations, and maintain and upgrade equipment;
9. working with UDC executive staff to ensure that all industrial programs within the Department are under the direction of UCI;
10. maintenance of appropriate security levels with UCI; and
11. enhancing quality assurance through training, development of standards, and self-reviews.

Division of Correctional Industries

Organizational Rationale

Division Director's Message

At the conclusion of this fiscal year Win Tatham announced his resignation as Director of Utah Correctional Industries. Win was appointed Director when the Division was created in 1985. Under his direction UCI has made great strides. Inmate employment has doubled, as has sales. UCI has been profitable every year and has grown in professionalism, quality, and product line.

Richard Clasby, UCI's Deputy Director, has succeeded Win as Director Effective August 14,1991.

During this year UCI again produced a profit. Inmate employment was down slightly from last year's all-time high level. The confusion around the closing of State printing, closure of Aquaculture and other external issues contributed to the reduction. We have educated state agencies that UCI will not be closing its printing operation and recovery in the print shop has begun.

UCI has developed three new furniture lines this year and has opened its downtown showroom. The showroom is located at 135 East 200 South in Salt Lake City. We are not currently staffing the showroom full time but it is open to governmental agencies by appointment. The showroom has provided UCI with a place to demonstrate products and services away from the prison.

UCI has closed its Aquaculture operation this year. The angel fish market did not recover from the effects of worldwide disease. This lack of market recovery and local death losses forced us to cut losses and seek other opportunities for inmate employment. At this writing, we are actively researching alternative uses of the building.

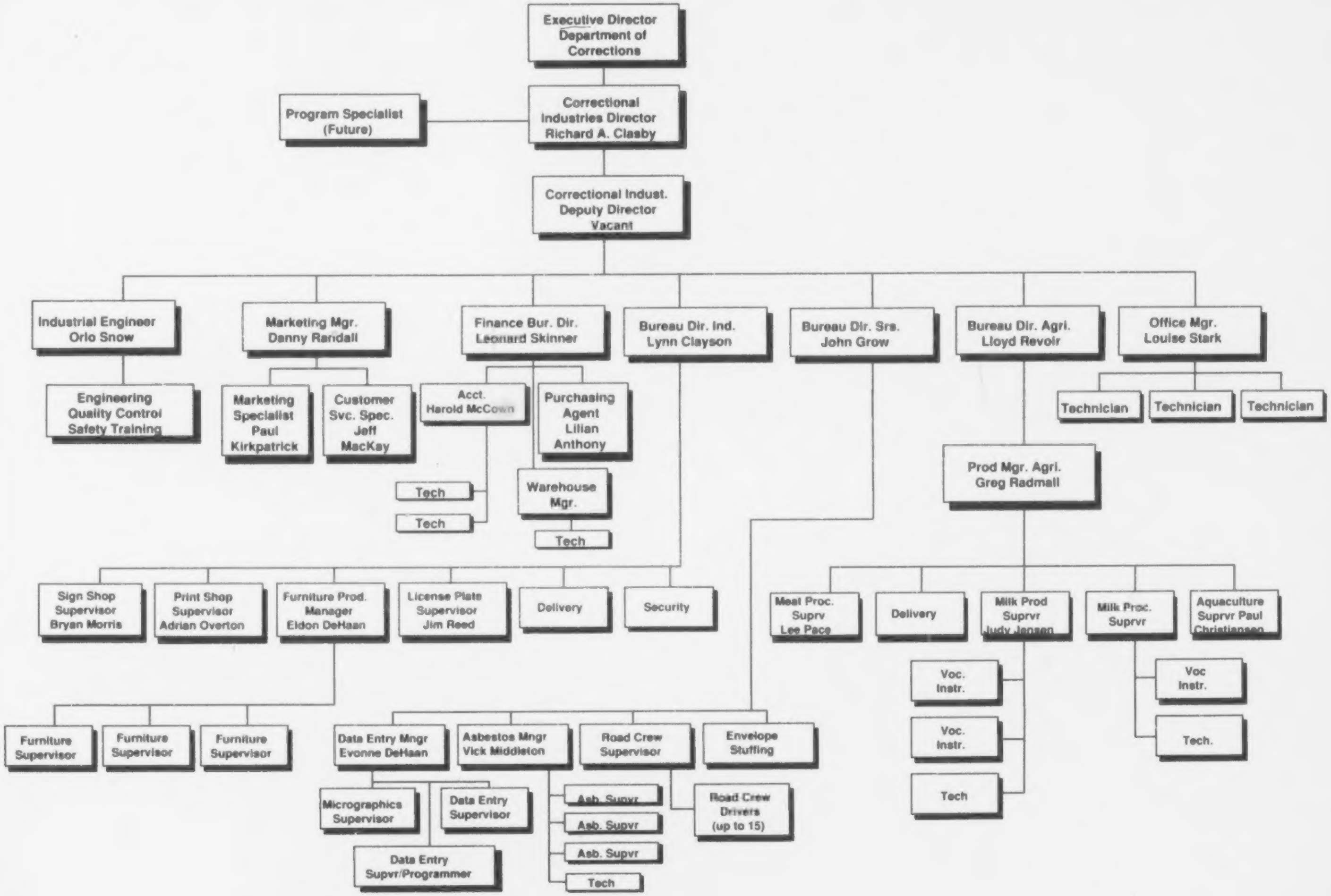
Asbestos abatement again had a banner year. The State Capital roof and other major projects were completed.

UCI received an award from the Department of Health for its outstanding contribution to the Medicaid Payments program by the data center. Department of Health officials reported the UCI's Data Entry Center was the major factor in the reduction in Medicaid payment time from six weeks to six days.

We will miss Win Tatham, but feel confident that his efforts have postured UCI for continued growth and improvement.

Division of Correctional Industries

Organizational Chart September 1, 1991


Executive Director Department of Corrections
Program Specialist (Future)
Correctional Industries Director Richard A. Clasby
Correctional Indust. Deputy Director Vacant
Industrial Engineer Orlo Snow
Engineering Quality Control Safety Training
Marketing Mgr. Danny Randall
Marketing Specialist Paul Kirkpatrick
Customer Svc. Spec. Jeff MacKay
Finance Bur. Dir. Leonard Skinner
Acct. Harold McCown
Tech
Tech
Purchasing Agent Lilian Anthony
Warehouse Mgr.
Tech
Bureau Dir. Ind. Lynn Clayson
Sign Shop Supervisor Bryan Morris
Print Shop Supervisor Adrian Overton
Furniture Prod. Manager Eldon DeHaan
Furniture Supervisor
Furniture Supervisor
Furniture Supervisor
License Plate Supervisor Jim Reed
Delivery
Security
Bureau Dir. Srs. John Grow
Data Entry Mngr Evonne DeHaan
Micrographics Supervisor
Data Entry Supervisor
Data Entry Supvr/Programmer
Asbestos Mngr Vick Middleton
Asb. Supvr
Asb. Supvr
Asb. Supvr
Tech
Road Crew Supervisor
Road Crew Drivers (up to 15)
Envelope Stuffing
Bureau Dir. Agri. Lloyd Revoir
Prod Mgr. Agri. Greg Radmall
Meat Proc. Suprv Lee Pace
Delivery
Milk Prod Suprvr Judy Jensen
Voc. Instr.
Voc. Instr.
Tech
Milk Proc. Suprvr
Voc Instr.
Tech.
Aquaculture Suprvr Paul Christiansen
Office Mgr. Louise Stark
Technician
Technician
Technician

Division of Correctional Industries

Inmate Jobs

UCI ended the year with 331 inmate workers. This is down from last year's 347 due to closure of Aquaculture and other one-time reductions in production needs. During the year 619 inmates worked for UCI. UCI averages a 178 percent turnover rate with inmates coming and going in the system.

The creation of jobs for inmates in a correctional industries program is no easy task. A number of issues must be thoroughly evaluated before new work opportunities can be implemented. These issues include:

- Work compatible with a prison setting
- Impact on the private sector
- Market needs
- Start-up costs
- Building and equipment requirements
- Funding for the new enterprise
- Space to house the new project

Public hearings are conducted for all new enterprises that are anticipated to generate sales of $100,000 or more annually. UCI's Advisory Board is consulted on proposed new programs and their approval obtained. The Executive Director of the Department of Corrections must approve any new operation.

The following graph illustrates UCI's growth in inmate jobs over the last ten years. Although some growth can be anticipated with existing space, significant growth in the future will require industrial space at both Draper and Gunnison.

Division of Correctional Industries

Inmate Employment

UCI ended the year with 331 inmate workers. This is down from last year's 347 due to closure of Aquaculture and other one time reductions in production needs. During the year, 619 inmates worked for UCI.

The creation of jobs for inmates in a correctional industries program is no easy task. A number of issues must be thoroughly evaluated before new work opportunities can be implemented. These issues include:

- Work Compatible With A prison Setting
- Impact on the Private Sector
- Market Needs
- Start up Costs
- Building and Equipment Requirements
- Funding for the New Enterprise
- Space to House the New Project

A significant problem in the creation of new inmate jobs is the lack of industrial space at the Central Utah Correctional Facility in Gunnison and electrical power limitations at the Utah State Prison in Draper. Until these problems are solved, the amount of growth that can be expected of UCI is severely curtailed.

Public hearings are conducted for all new enterprises that are anticipated to generate sales of $100,000 or more annually. UCI's Advisory Board is consulted on proposed new programs and their approval obtained. The Executive Director of the Department of Corrections must approve any new operation.

The following graph illustrates UCI's growth in inmate jobs over the last ten years.

NUMBER OF INMATE WORKERS IN UCI

By Enterprise and Year

OPERATION	'81	'82	'83	'84	'85	'86	'87	'88	'89	'90	'91
Sign Shop	10	11	12	12	14	12	12	18	14	15	15
Print Shop	14	14	12	11	11	9	11	13	12	16	13
License Plates*	38	38	37	36	38	19	17	13	9	12	14
Furniture	18	21	24	25	38	35	45	44	43	44	64
Metal Shop*	9	10	10	7							
Machine Shop	4										
Shoe Repair	2	2									
Commercial Sewing	15	13	17								
Medical Assembly	13										
Data Entry							27	68	66	68	69
Construction*				5							
Micrographics						5	6	10	29	4	6
Road Crew			40	40	35	45	40	80	70	72	61
Asbestos Abatement								33	23	33	36
Swine*	4	4	3	4	2	3	4	3	2		
Farm	5	7	6	8							
Dairy	12	13	14	16	18	20	20	16	16	25	26
Meat Processing	7	8	5	6	7	6	6	9	11	10	7
Aquaculture								6	11	11	2
Wool Products									13	13	
Military Assembly*					53	27					
Support Workers	2	3	3	3	5	7	7	12	13	25	18
Totals	153	144	183	172	221	188	195	325	332	347	331

*Operations closed or severely curtailed since UCI became a Division in 1985

Division of Correctional Industries

Our Approach To The Future

Looking Ahead

Our first priority for the future of UCI is the creation of additional work opportunities for inmates. To accomplish this goal UCI will:

A. Continue to monitor inmate population fluctuations and institutional purchases to determine the feasibility of packaging or distribution of self-consumptive products or services. Examples may include training inmate crews to work on several rotating projects throughout the year to supply products or services for state institutions. This approach would solve the problem of lack of product demand for such items to justify full-year production schedules. These projects could include:

1. sewing of linens/clothing,
2. repackaging and distribution of consumable goods, and
3. sorting of recyclable items.

B. Monitor possible businesses through market research to determine products or goods being consumed by State or other governmental agencies which could be produced in existing UCI operations or products which could easily be manufactured by minimum modification to existing UCI shops.

C. Develop products and services now being used by State or other governmental agencies that are not currently being provided by Utah manufacturers.

D. Investigate and initiate private sector/correctional industries cooperative manufacturing or service operations which would bring business into Utah or expand existing Utah businesses. This approach would conform with the Federal Private Sector/Prison Industries Enhancement Program under which UCI is currently certified.

E. Develop training and certification which would complement existing correctional industries programs and provide inmates with certified training and real marketable skills upon release.

F. Research future industries to teach job skills needed in Utah and gear UCI's training component to concentrate in areas where employment potential can be maximized.

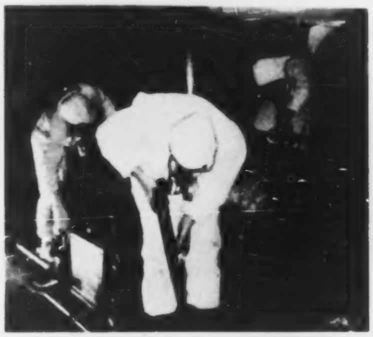
Division of Correctional Industries

Benefits of UCI

The Real Savings

Considering the average cost to incarcerate an inmate in Utah is approximately $17,000 per year and cell construction to be approximately $50,000 per cell, the taxpayers in Utah realize a significant savings for each additional inmate who leaves the prison system and never returns.

UCI has demonstrated that given skills, training, and work experience, more inmates are less likely to return to prison than would otherwise be expected. Although UCI has not had the resources to track all of its inmates after release from prison, an evaluation of one program has been conducted for four years. UCI's Asbestos Abatement program has trained 170 inmates during these years. The following table demonstrated what happened to those 170 inmates.



UCI asbestos workers after four years:

Inmates trained	**170**
Inmates released	**121**
Inmates hired in related field	**38**
Inmates in supervisory positions	**5**
Inmates returned to prison	**24**
Recidivism rate	**20%**

The 20 percent recidivism rate demonstrated above is significant when compared to average 50 to 60 percent rates quoted nationally. To more dramatically illustrate the cost savings that could be realized, consider the following table and the savings projected if only 10 inmates per year do not return to prison as a result of training and experience provided by UCI. Ten inmates per year is a small number to use when considering that more than 600 inmates go through our program each year. Using just this small number, however, demonstrates the major cost savings shown on the following page. The possibilities of much greater savings are significant.

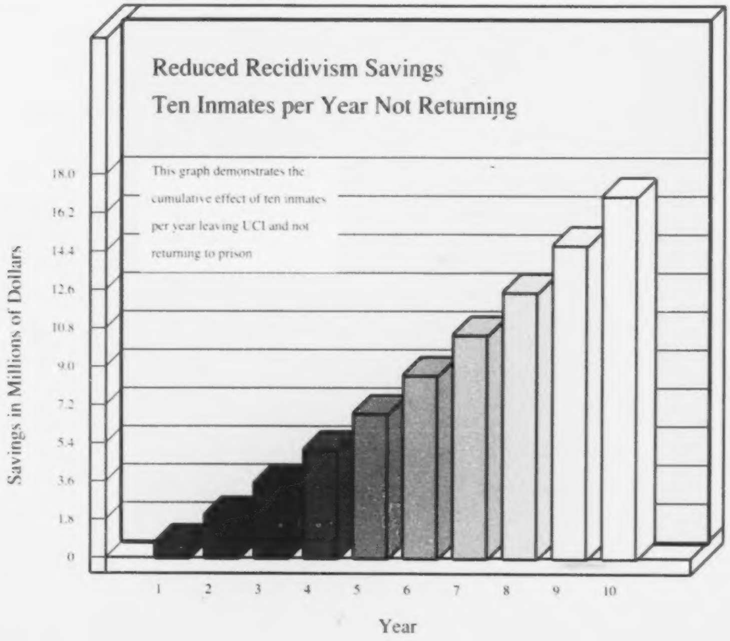
Division of Correctional Industries

Cost Savings

COST SAVINGS TO UTAH TAXPAYERS IF ONLY TEN ADDITIONAL INMATES PER YEAR DO NOT RETURN TO PRISON

Year	No. Per Year	Cum No./Yr.	Cost/ Inmate/Yr.*	Cell Construction Cost*	Yearly Savings	Cumulative Savings
1	10	10	$417,000	$50,000	$ 670,000	$ 670,000
2	10	20	17,595	51,750	1,386,900	2,056,900
3	10	30	18,211	53,561	2,153,162	3,540,062
4	10	40	18,848	55,436	2,971,364	5,124,526
5	10	50	19,508	57,376	3,844,202	6,815,566
6	10	60	20,191	59,384	4,774,499	8,618,701
7	10	70	20,897	61,463	5,765,207	10,539,706
8	10	80	21,629	63,614	6,819,417	12,584,624
9	10	90	22,386	65,840	7,940,358	14,759,775
10	10	100	$23,169	$68,145	$9,131,412	$17,071,771

* Inmate and Cell Costs are calculated using an annual inflation rate of 3.5%



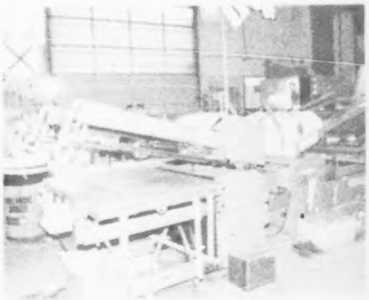
This graph demonstrates the cumulative effect of ten inmates per year leaving UCI and not returning to prison

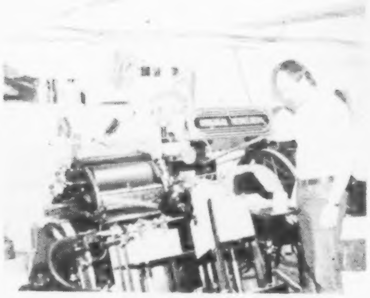
Division of Correctional Industries

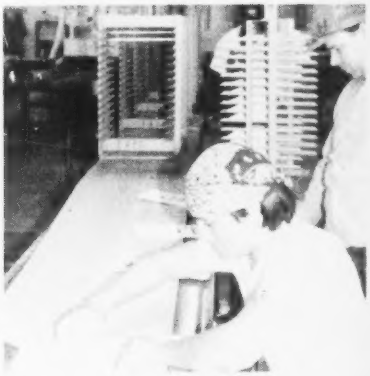
Industrial Bureau

Quality Manufactured Products

UCI's furniture manufacturing, printing, sign making, and license plate operations are under the direction of Lynn Clayson. This was another outstanding year for Lynn's staff. While producing $3,471,222 in sales, this group contributed $850,824. (25%) of the overhead expenditures of UCI. The Industrial Bureau provided 106 jobs for inmates in 1990/91.





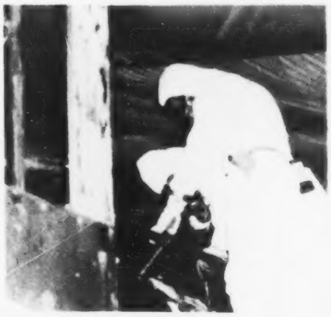


Division of Correctional Industries

Service Bureau

Cost-Effective Labor

Under John Grow's direction, the UCI Service Operations had sales of $1,407,660 and contributed $242,620 (17%) to the cost of operating UCI. The strength of this Bureau is the number of inmates it utilizes (172) and the savings it offers state agencies in asbestos abatement, micrographics, road crews, and data entry. This Bureau saves the State over a million dollars a year in costs they would otherwise have to spend for these services.



Division of Correctional Industries

Agricultural Bureau

The Agriculture Bureau, under Lloyd Revoir and Greg Radmall, utilized 35 inmates, sold $2,465,580 worth of products, and contributed $49,092 (2%) to the operation of UCI.

The Aquaculture Program was closed at the end of the year. This closure should reduce costs and increase profits next year.

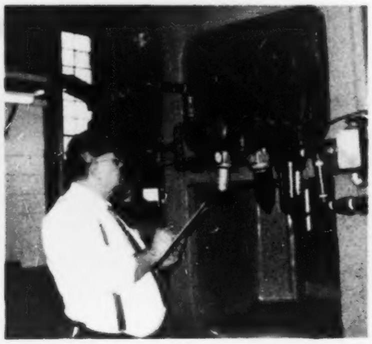
Meat Processing

Milk Production

Milk Processing

Division of Correctional Industries
Support Functions

The Financial Bureau under Leonard Skinner provides all accounting functions for UCI. Additionally, all of the business functions of a medium size business are presented. These functions under the Deputy Director include marketing, engineering, quality assurance, safety, warehousing, order entry, etc. UCI's support functions provide jobs for 18 inmates.



Division of Correctional Industries

FY 1990-91 Operations

What we did:

Balance sheet

Period ending June 30, 1991

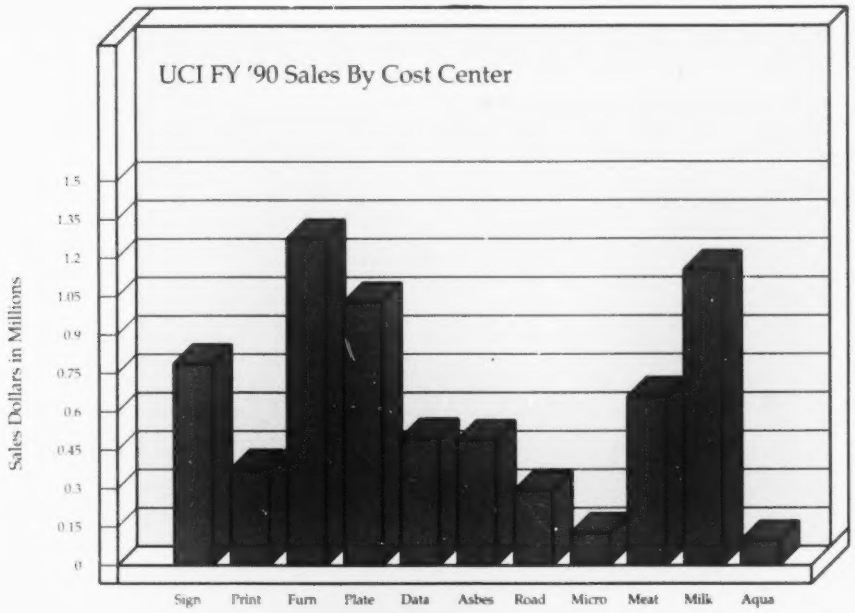
ASSETS			
Cash	$721,885.36		
Accounts Receivable	$162,528.03		
Inventory	$1,218,045.93		
Building Improvement	$347,993.52		
Depreciation	($78,624.63)		
Shop & Plant Equip	$1,232,633.39		
Depreciation	($625,062.19)		
Office Equipment	$39,984.79		
Depreciation	($23,942.51)		
Autos & Trucks	$57,298.00		
Depreciation	($32,004.55)		
DP Equipment	$236,656.10		
Depreciation	($149,174.18)		
Vendor Software Pkg	$41,291.49		
Depreciation	($36,300.06)		
Construction Sign	$9,298.71		
Construction Sign	$22,701.50		
Construction Print	$0.00		
Construction Furn	$86,407.00		
Construction Mlk Prd	$4,115.00		
Construction Mlk Prc	$0.00		
Construction Aqua	$0.00		
Construction Micro	$0.00		
TOTAL ASSETS			$3,235,730.70
LIABILITIES			
Accounts Pay Trade		$0.00	
Sales Tax Payable		$1.00	
Contract Pay Fklift		$1,559.38	
Comp Absence Liab		$141,820.58	
TOTAL LIABILITIES		$143,380.96	
EQUITY			
Contributed Capital		$3,092,349.74	
TOTAL EQUITY		$3,092,349.74	
TOTAL LIABILITIES AND EQUITY			$3,235,730.70

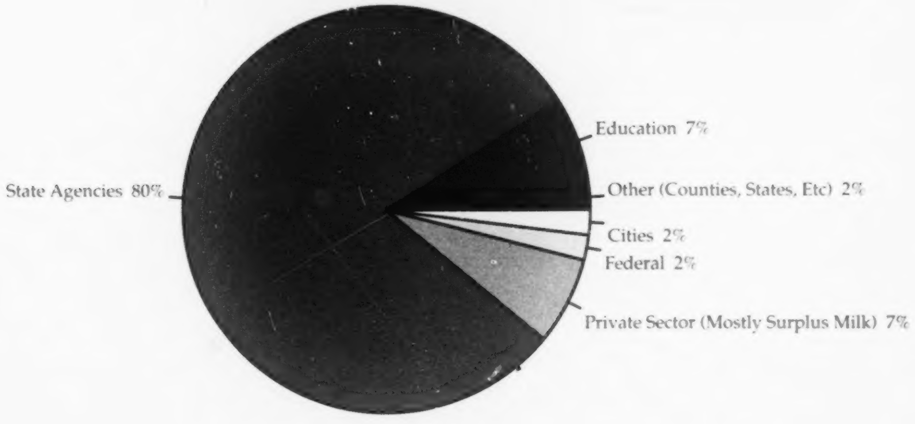
Division of Correctional Industries

Distribution of Sales

What Sold What to Whom

The charts below demonstrate the distribution of sales by UCI cost center and customer.





UCI Sales By Customer

Division of Correctional Industries

Advisory Board

UCI ADVISORY BOARD

Chairman
Bob Miller

We are appreciative of our Advisory Board. Created by State statute, the Board:

1. advises regarding enterprises to be conducted;
2. advises as to policy with respect to the conduct of enterprises;
3. advises regarding prices for products and services;
4. consults with State agencies and local public entities in order to develop new products and services;
5. acts as liaison with private industry, organized labor, the Legislature, and the general public;
6. obtains technical assistance from UCI;
7. recommends rules;
8. reviews financial data;
9. assists in inmate placement upon release by coordination with Board of Pardons, Correctional Institutions, and Field Operations; and
10. prepares an annual report to the Governor and Legislature.

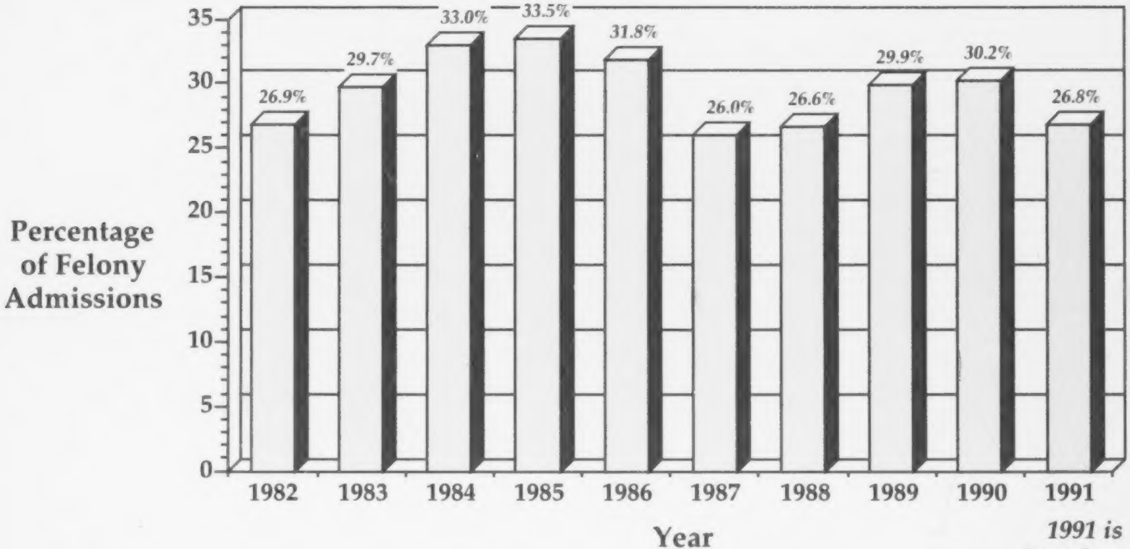
Board Members

Robert Miller	Owner-Lorraine Press, Salt Lake City
Nick Barber	Asbestos Workers Local, Salt Lake City, Utah
John Valentine	State Representative, Orem, Utah
Tom Parker	Attorney, Salt Lake City, Utah
Roy Young	Corrections Advisory Council, Milford, Utah

At the end of the year Representative John Valentine's term expired. We are pleased to welcome State Senator Dixie Leavitt and Representative Don LeBaron to the Board.

Appendices

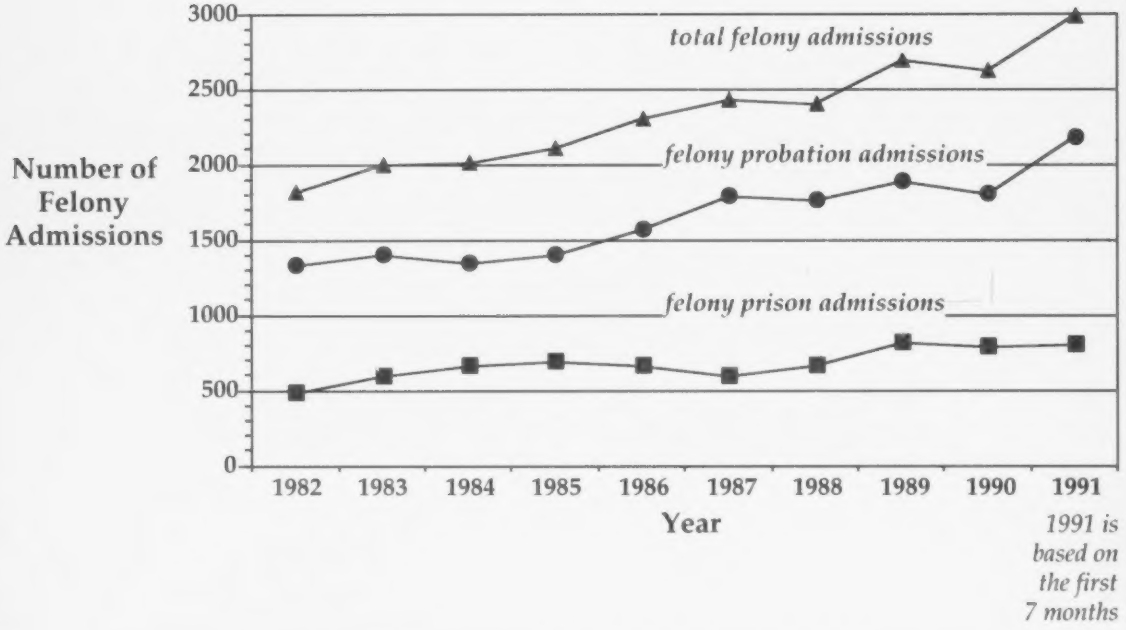
Percent of Felons Admitted to Prison
1982 to 1991



1991 is based on the first 7 months

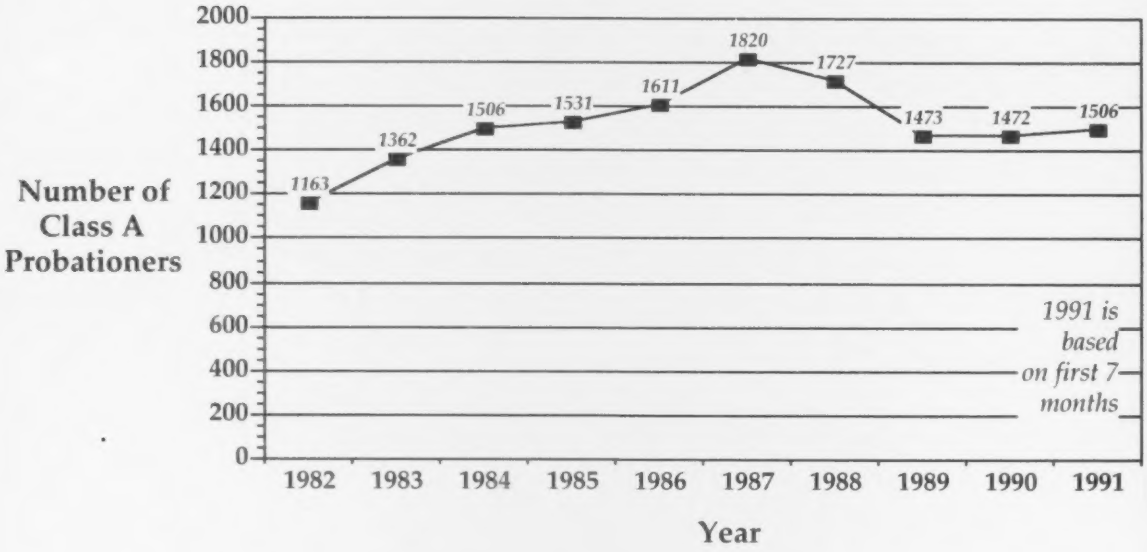
- The percentage of felons admitted to prison appears to be decreasing again in 1991.
- The percentage of felons admitted to prison averages approximately 30% in Utah compared to 46% nationally.
- Changes in admission percentages have a large effect on prison populations.

Felony Admission Rates 1982 to 1991



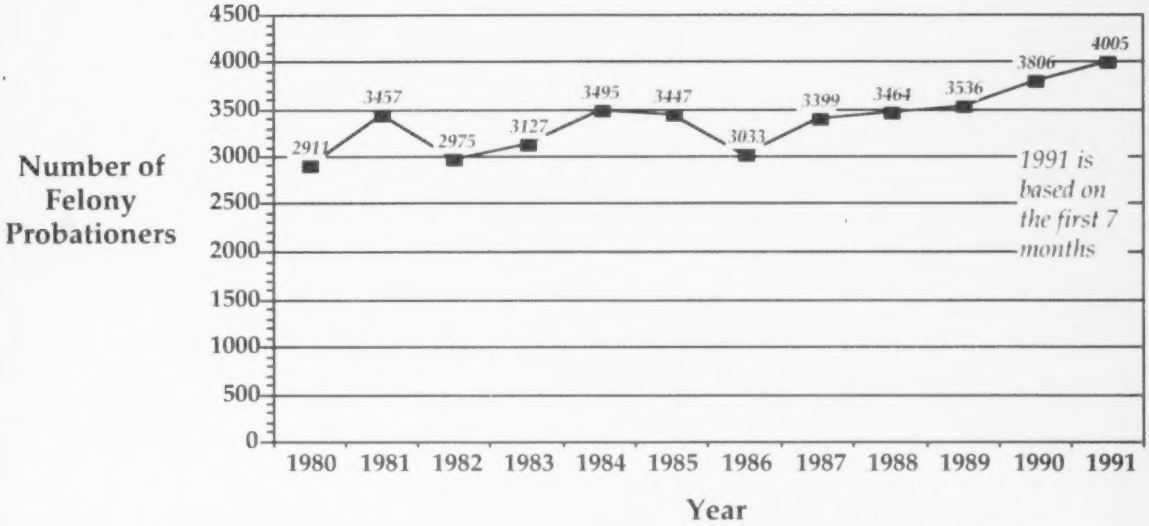
- Admissions to Corrections in all felony categories have increased substantially since 1982.
- Felony prison admissions have increased by 64.1%, felony probation admissions have increased by 64.5%, and total felony admissions have increased by 64.3%.

Changes in End-of-Month Class A Probation Population 1980 to 1991



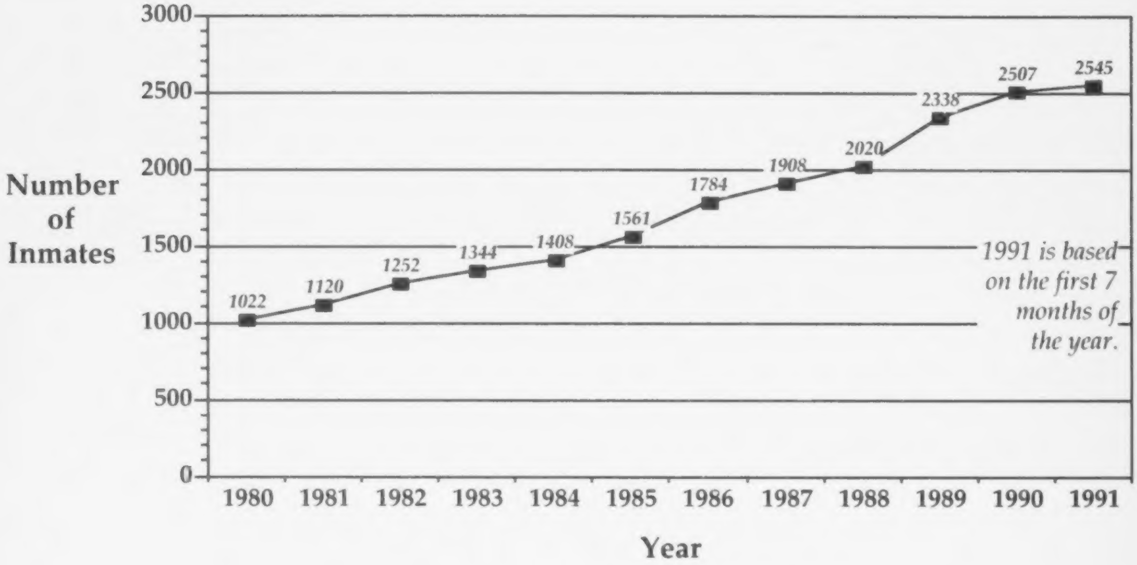
- The Class A Misdemeanor population has decreased since 1987 as a result of Corrections' efforts to control its size.

Changes in End-of-Month Felony Probation Population 1980 to 1991



- The felony probation population has increased by 38% since 1980.
- Growth in this population is expected to continue through the 90's.

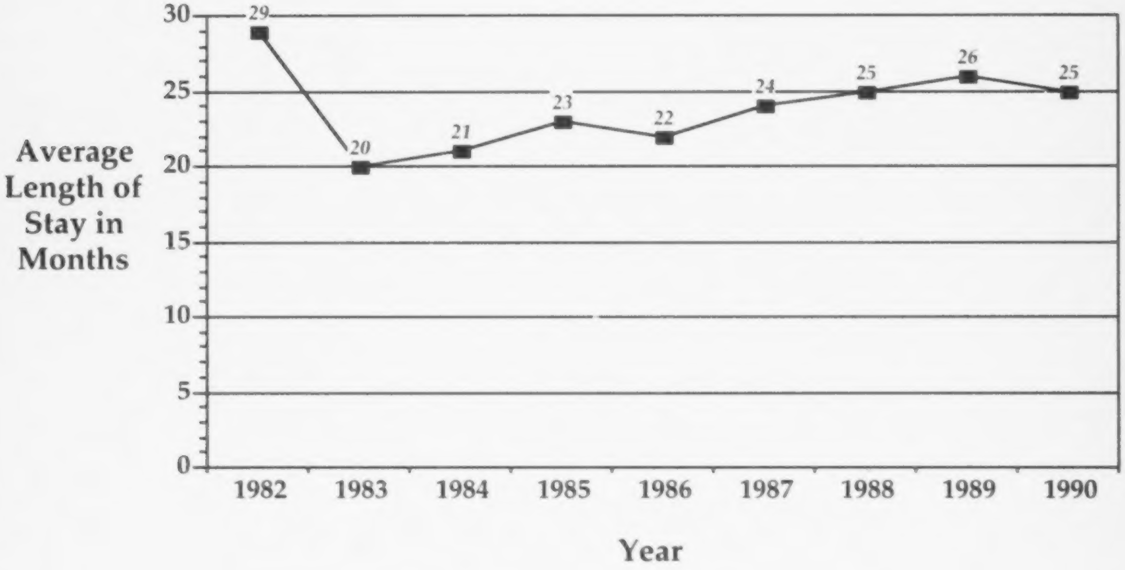
Changes in End-of-Month Inmate Population 1980 to 1991



1991 is based on the first 7 months of the year.

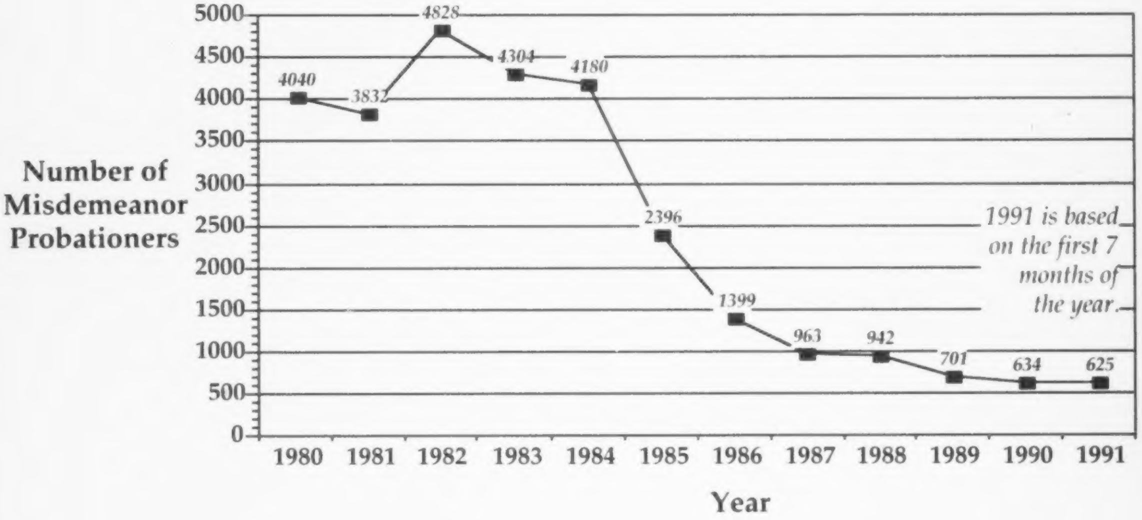
- **Between 1980 and 1991, the inmate population increased by 149%.**
- **Corrections' population projections indicate that this level of growth will continue through the 1990's.**

Average Length of Stay in Prison for Releases 1982 to 1990



- Average length of stay for inmates released from the Utah State Prison continues to increase.
- The change in length of stay from 1983 to 1990 of 5 months has added an estimated 333 inmates to the Utah State prison system.
- The reduction in length of stay of one month from 1989 to 1990 has saved an estimated 67 beds.

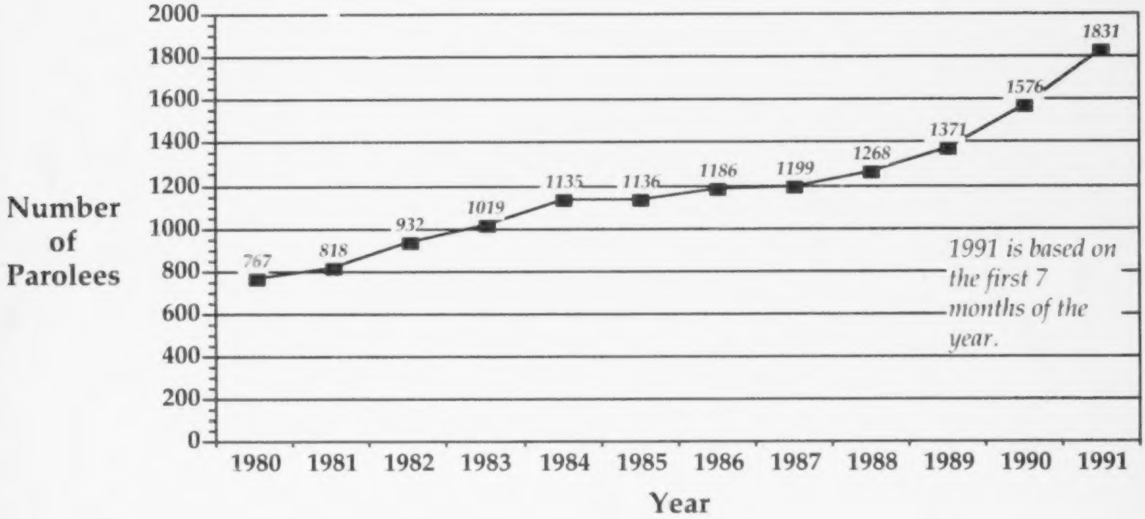
Changes in End-of-Month Misdemeanor Probation Population 1980 to 1991



1991 is based on the first 7 months of the year.

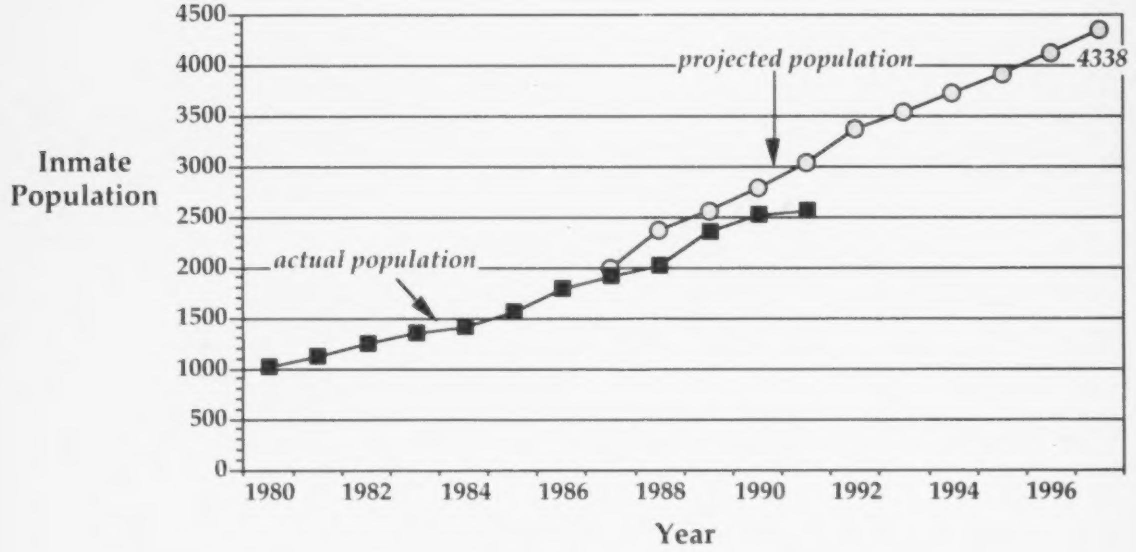
- In 1984, the Utah State Legislature reduced Corrections' responsibility for supervising low-risk misdemeanor cases.
- The Misdemeanor Probation population has since decreased by 85%.
- This reduction in low risk offender populations has allowed the Department of Corrections to allocate its limited resources to supervision of more serious offenders.

Changes in End-of-Month Parole Population 1980 to 1991



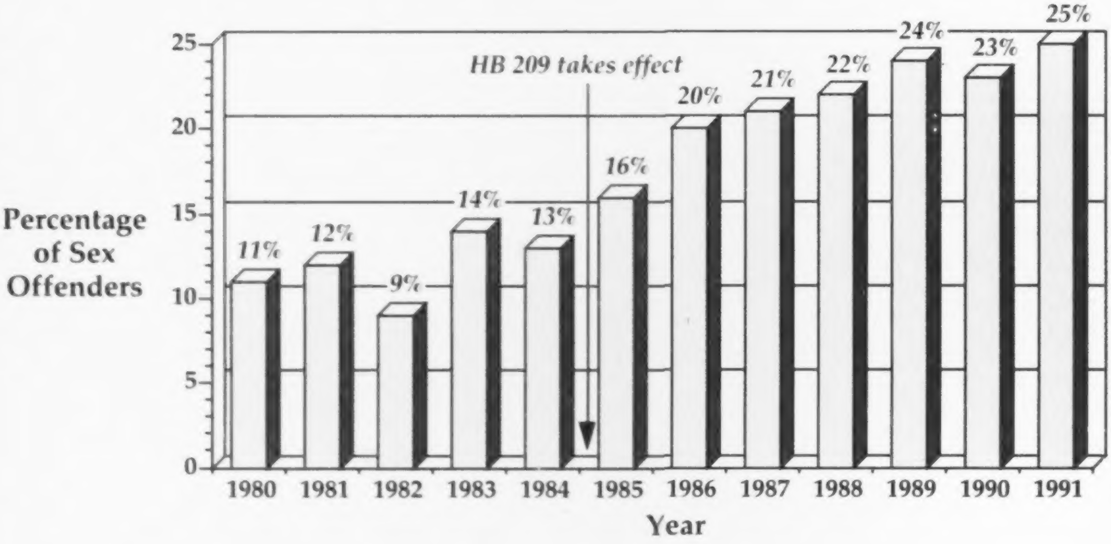
- **Between 1980 and 1991, the parole population increased by 139%.**
- **Corrections' population projections indicate that this level of growth will continue through the 1990's.**

Projections of Demand for Inmate Bed Space Through 1997



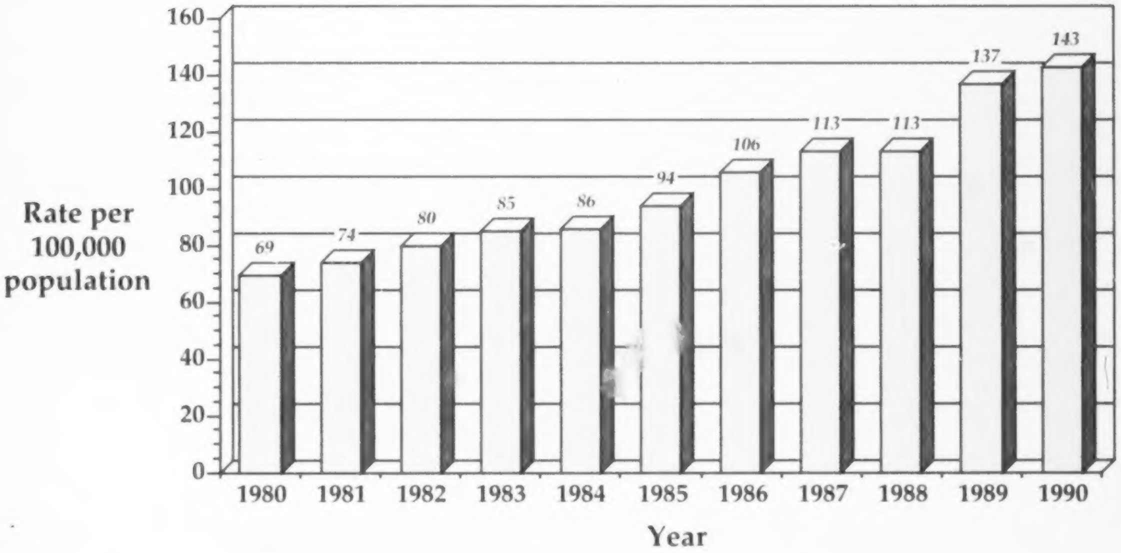
- Projections of the demand for inmate bed space show continued growth through the 90's. By 1997, the demand is expected to increase by over 50%.
- Because of limited prison space, projections of demand exceed actual inmate population.
- Lack of bed space results in diversion of offenders who would have otherwise gone to prison to community supervision.

Percentage of Inmates Convicted of a Sex Offense 1980 to 1991



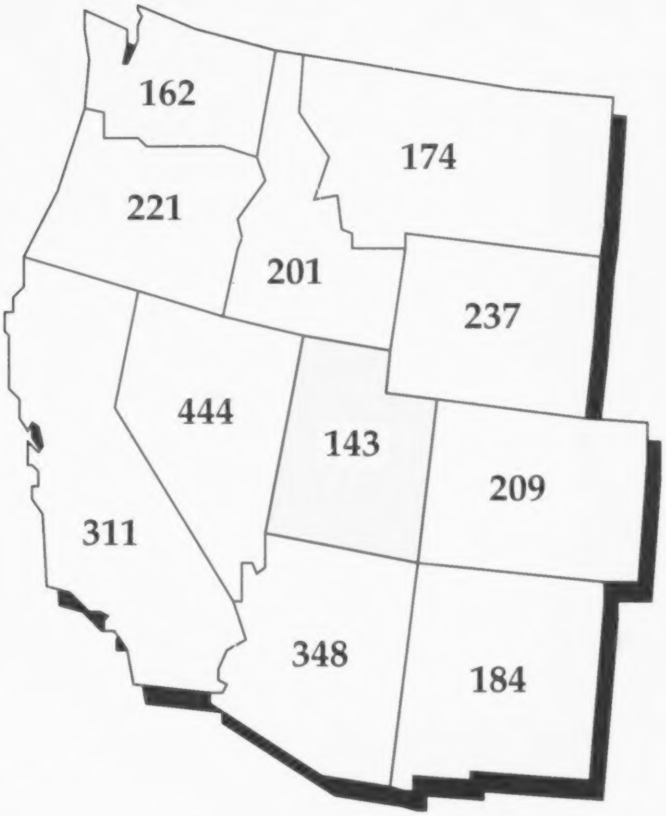
- 25% of the inmate population is currently incarcerated for a sex offense, requiring about 640 of the available beds.
- Since the passage of HB 209, the percentage of prison population made up of sex offenders has almost doubled.

Changes in Utah's Incarceration Rates Per 100,000 Population 1980 to 1990



- Utah's incarceration rate has increased steadily through the 80's, more than doubling between 1980 and 1990.

Western States Incarceration Rates Per 100,000 Population December 31, 1990



- Utah's incarceration rate is still the lowest in the Western States and almost half the Western States average of 276 per 100,000.
- If Utah incarcerated at the same rate as the Western States average, the inmate population would almost double to approximately 5,000 inmates, requiring construction of more than 2,500 additional beds at an estimated construction cost of $75,000,000.

Adult Corrections Statistics "Snapshot" of Inmates September 18, 1991

	Male		*Female*	
Veteran Status	#	%	#	%
Veteran	455	18.5	0	0.0
Non-veteran	1876	76.1	112	92.6
Active	8	.3	0	0.0
Reserve	30	1.2	1	.8
Unknown	97	3.9	8	6.6
Last Grade Completed				
1-6	69	2.8	0	0.0
7-11	1211	49.1	65	53.7
12	864	35.0	39	32.2
12+	244	9.9	13	10.7
Unknown	78	3.2	4	3.3
Citizenship				
U.S. Citizen	2289	92.8	111	91.7
U.S. Naturalized	8	.3	0	0.0
Non U.S. Citizen	69	2.8	1	.8
Unknown	100	4.1	9	7.4
Race				
White	1733	70.3	70	57.9
Hispanic	386	15.7	23	19.0
Black	208	8.4	14	11.6
Native American	57	2.3	8	6.6
Asian	33	1.3	0	0.0
Unknown	49	2.0	6	5.0
Religion				
LDS	825	33.5	34	28.1
Catholic	526	21.3	25	20.7
Protestant	335	13.6	20	16.5
Other	151	6.1	10	8.3
None	453	18.4	21	17.4
Unknown	176	7.1	11	9.1
Age				
17-19	69	2.8	4	3.3
20-24	452	18.3	15	12.4
25-29	484	19.6	23	19.0
30-34	493	20.0	22	18.2
35-39	398	16.1	28	23.1
40-44	236	9.6	16	13.2
45-49	159	6.4	5	4.1
50-54	89	3.6	3	2.5
55-59	45	1.8	3	2.5
60-Over	41	1.7	2	1.7

	Male		*Female*	
Marital Status	#	%	#	%
Never Married	1105	44.8	39	32.2
Married	511	20.7	21	17.4
Separated	149	6.0	16	13.2
Divorced	522	21.2	31	25.6
Common Law	78	3.2	3	2.5
Widowed	35	1.4	4	3.3
Unknown	66	2.7	7	5.8
Crime-Property				
Depriving Owner Auto	7	.3	0	0.0
Burglary	271	11.0	6	5.0
Agg. Burglary	35	1.4	0	0.0
Theft/ Deception	21	.9	1	.8
Theft /Receiving	34	1.4	0	0.0
Auto Theft	49	2.0	0	0.0
Possession Stolen Vehicle	2	<.1	0	0.0
Theft	273	11.1	17	14.0
Theft of Services	1	<.1	0	0.0
Retail Theft	8	.3	6	5.0
Receiving Stolen Property	8	.3	0	0.0
Forgery	87	3.5	19	15.7
Possession Forged Writing	3	.1	0	0.0
Issuing Bad Checks	24	1.0	6	5.0
Fraud	5	.2	0	0.0
Credit Card Fraud	14	.6	2	1.7
Insurance Fraud	1	<.1	0	0.0
Other property	1	<.1	0	0.0
Racketeering	2	<.1	0	0.0
Unlawful Dealings	1	<.1	0	0.0
Communications Fraud	1	<.1	0	0.0
Destruction of Property	2	<.1	0	0.0
Fraudulent Writing	1	<.1	1	.8
Petit Theft	1	<.1	0	0.0
Possess. Stolen Property	4	.2	0	0.0
Unknown Offense	8	.3		
Drug Related				
Possession Control Sub.	49	2.0	5	4.1
Cultivation of Drugs	3	.1	0	0.0
Distrib. Drugs No Value	2	<.1	1	.8
Distributing DrugsValue	86	3.5	15	12.4
Possession of Drugs	3	.1	0	0.0
Illegal Prescription	8	.3	4	3.3
Arrange to Distribute	16	.6	3	2.5
Manufacturing Drugs	1	<.1	0	0.0

Adult Corrections Statistics
"Snapshot" of Inmates September 18, 1991

	Male		*Female*	
Sex Related	#	%	#	%
Unlawful Sex Intercourse	7	.3	1	.8
Rape	83	3.4	0	0.0
Sodomy	8	.3	0	0.0
Forcible Sodomy	27	1.1	0	0.0
Forcible Sex Abuse	64	2.6	1	.8
Aggravated Sex Assault	74	3.0	0	0.0
Sexual Abuse of Child	264	10.7	2	1.7
Other Sex	2	<.1	0	0.0
Rape of Child	29	1.2	0	0.0
Sodomy of Child	77	3.1	0	0.0
Lewdness Child	2	<.1	0	0.0
Sexual Exploit of Minor	2	<.1	0	0.0
Incest	7	.3	0	0.0
Object Rape Child	2	<.1	0	0.0
Object Rape Adult	1	<.1	0	0.0
Violent/Personal				
Assault	2	<.1	0	0.0
Assault on Police	1	<.1	0	0.0
Assault by Prisoner	2	<.1	0	0.0
Aggravated Assault	62	2.5	6	5.0
Agg. Assault by Prisoner	2	<.1	0	0.0
Mayhem	1	<.1	0	0.0
Criminal Homicide	74	3.0	1	.8
Murder I	75	3.0	3	2.5
Murder II	82	3.3	6	5.0
Manslaughter	60	2.4	1	.8
Automobile Homicide	15	.6	0	0.0
Kidnapping	14	.6	2	1.7
Aggravated Kidnapping	27	1.1	1	.8
Kidnap Child	2	<.1	0	0.0
Other Person Crime	1	<.1	0	0.0
Arson	7	.3	0	0.0
Aggravated Arson	8	.3	0	0.0
Robbery	113	4.6	1	.8
Aggravated Robbery	175	7.1	3	2.5
Child Abuse	3	.1	3	2.5
Spouse Abuse	1	<.1	0	0.0
Driving				
DUI	1	<.1	0	0.0
Driving on Revocation	1	<.1	0	0.0
Failure to Stop	6	.2	0	0.0
Public Order				
Evading	1	<.1	0	0.0
Prostitution	1	<.1	0	0.0
Escape from Custody	3	.1	0	0.0
Public Intoxication	1	<.1	0	0.0
Criminal Mischief	6	.2	0	0.0

	Male		*Female*	
Public Order	#	%	#	%
Obstruction of Justice	0	0.0	1	.8
Providing Contraband	1	<.1	0	0.0
Tax Evasion	1	<.1	0	0.0
False Representation	1	<.1	0	0.0
Tampering with Witness	1	<.1	0	0.0
Habitual Criminal	18	.7	1	.8
Weapons Violations	15	.6	0	0.0
Tampering with Evidence	1	<.1	0	0.0
Degree of Crime				
Capital	30	1.2	0	0.0
First Degree	703	28.5	10	8.3
Second Degree	976	39.6	50	41.3
Third Degree	711	28.8	58	47.9
Misdemeanor	16	.6	0	0.0
Unknown	30	1.2	3	2.5
Number of Incarcerations				
1	1320	53.5	37	30.6
2 - 4	711	28.8	21	17.4
5 - 7	90	3.6	0	0.0
8+	19	.8	0	0.0
Unknown	326	13.2	63	52.1
Number of Arrests				
1 - 5	1127	45.7	56	46.7
6 - 10	585	23.7	21	17.4
11 - 15	291	11.8	13	10.7
16 - 20	116	4.7	6	5.0
Over 20	242	9.8	17	14.1
Unknown	105	4.3	8	6.6
Number of Convictions				
1 - 5	1471	59.7	53	43.8
6 - 10	479	19.4	17	14.1
11 - 15	145	5.9	8	6.6
16 - 20	51	2.1	2	1.7
Over 20	69	2.8	3	2.5
Unknown	251	10.2	38	31.4
Age at First Arrest				
Under 10	114	4.6	3	2.5
10 - 14	528	21.4	17	14.0
15 - 17	391	15.9	19	15.7
18 - 20	311	12.6	19	15.7
21 - 24	171	6.9	10	8.3
25 - 29	110	4.5	5	4.1
30 - 39	118	4.8	18	14.9
40 - 49	67	2.7	4	3.3
50 - 59	28	1.1	0	0.0
60 and over	8	.3	0	0.0
Unknown	620	25.1	26	21.5

Adult Corrections Statistics "Snapshot" of Parolees September 18, 1991

	Male		Female	
Veteran Status	#	%	#	%
Veteran	312	17.8	1	.7
Non-veteran	1357	77.5	146	97.3
Active	8	.5	0	0.0
Reserve	26	1.5	0	0.0
Unknown	49	2.8	3	2.0
Last Grade Completed				
1-6	42	2.4	2	1.3
7-11	848	48.4	74	49.3
12	672	38.4	58	38.7
13+	176	10.0	14	9.3
Unknown	14	.8	2	1.3
Citizenship				
U.S. Citizen	1671	95.4	147	98.0
U.S. Naturalized	6	.3	1	.7
Non U.S. Citizen	32	1.8	0	0.0
Unknown	43	2.5	2	1.3
Race				
White	1233	70.4	106	70.7
Hispanic	289	16.5	23	15.3
Black	154	8.8	13	8.7
Native American	35	2.0	6	4.0
Asian	19	1.1	1	.7
Unknown	22	1.3	1	.7
Religion				
LDS	555	31.7	56	37.3
Catholic	397	22.7	37	24.7
Protestant	241	13.8	20	13.3
Other	101	5.8	4	2.7
None	375	21.4	27	18.0
Unknown	83	4.7	6	4.0
Age				
17-19	7	.4	0	0.0
20-24	263	15.0	14	9.3
25-29	441	25.2	33	22.0
30-34	402	22.9	47	31.3
35-39	280	16.0	26	17.3
40-44	181	10.3	16	10.7
45-49	89	5.1	11	7.3
50-54	51	2.9	1	.7
55-59	15	.9	0	0.0
60-Over	23	1.3	2	1.3

	Male		Female	
Marital Status	#	%	#	%
Never Married	814	46.5	38	25.3
Married	355	20.3	40	26.7
Separated	111	6.3	25	16.7
Divorced	373	21.3	38	25.3
Common Law	45	2.6	4	2.7
Widowed	15	.9	3	2.0
Unknown	39	2.2	2	1.3
Crime-Property				
Depriving Owner Auto	3	.2	0	0.0
Burglary	288	16.4	2	1.3
Agg. Burglary	18	1.0	0	0.0
Theft / Deception	35	2.0	5	3.3
Theft / Receiving	29	1.7	3	2.0
Auto Theft	43	2.5	2	1.3
Possession Stolen Vehicle	3	.2	0	0.0
Theft	318	18.2	21	14.0
Theft of Services	1	.1	0	0.0
Retail Theft	11	.6	5	3.3
Receiving Stolen Property	14	.8	0	0.0
Forgery	119	6.8	35	23.3
Possession Forged Writing	3	.2	0	0.0
Issuing Bad Checks	36	2.1	15	1.0
Fraud	4	.2	0	0.0
Credit Card Fraud	11	.6	10	6.7
Insurance Fraud	1	.1	0	0.0
Other property	1	.1	0	0.0
Racketeering	2	.1	0	0.0
Public Assistance Fraud	1	.1	0	0.0
Communications Fraud	3	.2	0	0.0
Destruction of Property	1	.1	0	0.0
Fraudulent Writing	1	.1	0	0.0
Possess. Stolen Property	6	.3	0	0.0
Drug Related				
Possession Control Sub.	69	3.9	10	6.7
Cultivation of Drugs	1	.1	0	0.0
Distrib. Drugs No Value	5	.3	1	.7
Distributing DrugsValue	122	7.0	13	8.7
Possession of Drugs	1	.1	0	0.0
Illegal Prescription	7	.4	5	3.3
Arrange to Distribute	22	1.3	3	2.0
Manufacturing Drugs	4	.2	0	0.0
Other Alcohol/Drug	2	.1	0	0.0

Adult Corrections Statistics
"Snapshot" of Parolees September 18, 1991

	Male		*Female*	
Sex Related	#	%	#	%
Unlawful Sex Intercourse	3	.2	0	0.0
Rape	28	1.6	0	0.0
Sodomy	6	.3	0	0.0
Forcible Sodomy	5	.3	0	0.0
Forcible Sex Abuse	24	1.4	0	0.0
Aggravated Sex Assault	16	.9	0	0.0
Sexual Abuse of Child	78	4.5	1	.7
Other Sex	1	.1	0	0.0
Rape of Child	4	.2	0	0.0
Sodomy of Child	4	.2	1	.7
Lewdness Child	1	.1	0	0.0
Sexual Exploit of Minor	1	.1	0	0.0
Habitual Sex Offender	1	.1	0	0.0
Violent/Personal				
Assault	2	.1	0	0.0
Assault Deadly Weapon	1	.1	0	0.0
Assault by Prisoner	4	.2	2	1.3
Aggravated Assault	55	3.1	2	1.3
Criminal Homicide	17	1.0	0	0.0
Murder I	6	.3	0	0.0
Murder II	23	1.3	2	1.3
Manslaughter	15	.9	1	.7
Automobile Homicide	6	.3	0	0.0
Kidnapping	4	.2	0	0.0
Aggravated Kidnapping	7	.4	0	0.0
Kidnap Child	1	.1	0	0.0
Other Person Crime	1	.1	0	0.0
Arson	6	.3	0	0.0
Aggravated Arson	4	.2	0	0.0
Robbery	87	5.0	7	4.7
Aggravated Robbery	101	5.8	1	.7
Child Abuse	1	.1	1	.7
Driving				
DUI	4	.2	0	0.0
DUI with Injury	2	.1	0	0.0
Failure to Stop	7	.4	2	1.3
Public Order				
Evading	2	.1	0	0.0
Habitual Criminal	3	.2	0	0.0
Escape from Custody	10	.6	0	0.0
Weapons Violation	13	.7	0	0.0
Bail Jumping	2	.1	0	0.0
Custodial Interference	1	.1	0	0.0
Illegal Use of Evidence	1	.1	0	0.0
Distributing Porno.	1	.1	0	0.0

	Male		*Female*	
Public Order	#	%	#	%
Criminal Mischief	6	.3	0	0.0
Tampering with Witness	1	.1	0	0.0
Tampering with Evidence	1	.1	0	0.0
Degree of Crime				
First Degree	178	10.2	2	1.3
Second Degree	753	43.0	49	32.7
Third Degree	734	41.9	96	64.0
Compact	79	4.5	3	2.0
Misdemeanor	6	.3	0	0.0
Unknown	1	.1	0	0.0
Number of Incarcerations				
1	884	50.5	66	44.00
2 - 4	523	29.9	22	14.7
5 - 7	62	3.5	0	0.0
8+	17	1.0	1	.7
Unknown	266	15.2	61	40.7
Number of Arrests				
1 - 5	712	40.6	67	44.7
6 - 10	466	26.7	40	26.7
11 - 15	222	12.7	18	12.0
16 - 20	112	6.4	5	3.3
Over 20	157	9.0	16	10.7
Unknown	83	4.7	4	2.7
Number of Convictions				
1 - 5	960	54.8	62	41.3
6 - 10	379	21.6	31	20.7
11 - 15	105	6.0	4	2.7
16 - 20	34	1.9	4	2.7
Over 20	42	2.4	1	.7
Unknown	232	13.2	48	32.0
Age at First Arrest				
Under 10	83	4.7	2	1.3
10 - 14	396	22.6	22	14.7
15 - 17	292	16.7	23	15.3
18 - 20	245	14.0	16	10.7
21 - 24	122	7.0	25	16.7
25 - 29	74	4.2	17	11.3
30 - 39	74	4.21	6	4.0
40 - 49	28	1.6	4	2.7
50 - 59	8	.5	0	0.0
60 and over	3	.2	1	.7
Unknown	427	24.4	34	22.7

Adult Corrections Statistics
"Snapshot" of Probationers September 18, 1991

	Male		Female	
Veteran Status	#	%	#	%
Veteran	752	14.6	7	.6
Non-veteran	4074	79.0	1097	96.8
Active	22	.4	1	<.1
Reserve	119	2.3	4	.4
Unknown	193	3.7	24	2.1
Last Grade Completed				
1-6	34	.7	6	.5
7-11	2157	41.8	477	42.1
12	2080	40.3	466	41.1
13+	790	15.3	168	14.8
Unknown	99	1.9	16	1.4
Citizenship				
U.S. Citizen	4860	94.2	1095	96.6
U.S. Naturalized	26	.5	6	.5
Non U.S. Citizen	100	1.9	14	1.2
Unknown	174	3.4	18	1.6
Race				
White	4127	80.0	933	82.4
Hispanic	495	9.6	103	9.1
Black	192	3.7	39	3.4
Native American	150	2.9	30	2.7
Asian	69	1.3	13	1.2
Unknown	127	2.5	15	1.3
Religion				
LDS	2294	44.4	492	43.4
Catholic	671	13.0	159	14.0
Protestant	574	11.1	150	13.2
Other	261	5.1	74	6.5
None	1080	20.9	207	18.3
Unknown	280	5.4	51	4.5
Age				
17-19	340	6.6	42	3.7
20-24	1515	29.4	266	23.5
25-29	1093	21.2	254	22.4
30-34	899	17.4	252	13.9
35-39	574	11.1	157	8.7
40-44	340	6.6	98	3.5
45-49	164	3.2	40	3.5
50-54	96	1.9	12	1.1
55-59	53	1.0	8	.7
60-Over	86	1.7	4	.4

	Male		Female	
Marital Status	#	%	#	%
Never Married	2293	44.4	316	27.9
Married	1258	24.4	330	29.1
Separated	346	6.7	131	11.6
Divorced	890	17.2	278	24.5
Common Law	194	3.8	38	3.4
Widowed	24	.5	14	1.2
Unknown	155	3.0	26	2.3
Crime-Property				
Depriving Owner Auto	25	.5	4	.4
Burglary of Vehicle	41	.8	3	.3
Criminal Trespass	11	.2	1	<.1
Leaving Scene of Accident	1	<.1	0	0.0
Burglary	432	8.4	29	2.6
Aggravated Burglary	8	.2	0	0.0
Theft/ Deception	76	1.5	24	2.1
Theft /Receiving	76	.5	15	1.3
Auto Theft	98	1.9	8	.7
Possession Stolen Vehicle	15	.3	2	.2
Theft	863	16.7	194	17.1
Theft of Services	8	.2	1	<.1
Retail Theft	33	.6	50	4.4
Receiving Stolen Property	42	.8	8	.7
Forgery	244	4.7	162	14.2
Possession Forged Writing	2	<.1	1	<.1
Forgery conspiracy	0	0.0	1	<.1
Tampering with Records	1	<.1	2	.2
Fraud Public Assistance	4	<.1	8	.7
Possession of Credit Card	5	<.1	3	.3
Fraud Unemployment	4	<.1	1	<.1
Deceptive Business	3	<.1	0	0.0
Defrauding Creditors	2	<.1	1	<.1
False Credit Represent	4	<.1	4	.4
Issuing Bad Checks	160	3.1	83	7.3
Fraud	20	.4	3	.3
Credit Card Fraud	43	.8	26	2.3
Insurance Fraud	10	.2	1	<.1
Other property	5	<.1	1	<.1
Unlawful Dealings	9	.2	2	.2
Communications Fraud	6	.1	2	.2
Destruction of Property	3	<.1	0	0.0
Fraudulent Writing	10	.2	4	.4
Petit Theft	5	<.1	5	.4
Possess. Stolen Property	18	.3	2	.2

Adult Corrections Statistics
"Snapshot" of Probationers September 18, 1991

	Male		*Female*	
Public Order *(cont.)*	#	%	#	%
Impersonating Officer	1	<.1	0	0.0
Disorderly Conduct	8	.2	1	<.1
Illegal Use of Explosives	1	<.1	0	0.0
Lewdness	59	1.1	0	0.0
Obscene Conduct	2	<.1	0	0.0
Indecent Exposure	1	<.1	0	0.0
Distrib. Pornography	3	<.1	0	0.0
Poss. of Drug Para	6	.1	2	.2
Conspire/Comm.Robbery	3	<.1	1	<.1
Extortion	1	<.1	0	0.0
Evading	21	.4	1	<.1
Prostitution	0	0.0	2	.2
Public Intoxication	1	<.1	0	0.0
Driving				
DUI	304	5.9	43	3.8
DUI with Accident	5	<.1	1	<.1
DUI with Injury	8	.2	1	<.1
Reckless Driving	21	.4	2	.2
Leaving Accident	9	.2	0	0.0
Leaving Acc. w/Injury	3	<.1	0	0.0
Driving on Susp. Licence	42	.8	1	<.1
Driving on Revocation	57	1.1	1	<.1
Failure to Stop	37	.7	2	.2
Traffic Violation	4	<.1	0	0.0
Other Driving	13	.3	1	<.1
Degree of Crime				
Capital	0	0.0	0	0.0
First Degree	42	.8	1	<.1
Second Degree	838	16.2	185	16.3
Third Degree	2211	42.9	555	49.0
Misdemeanor	1800	34.9	325	28.7
Unknown	269	5.2	67	5.9
Number of Convictions				
1 - 5	2275	44.1	519	45.8
6 - 10	377	7.3	46	4.1
11 - 15	85	1.6	6	.5
16 - 20	11	.2	1	<.1
Over 20	16	.3	2	.2
Unknown	2396	46.4	559	49.3

Number of	*Male*		*Female*	
Incarcerations	#	%	#	%
1	173	3.3	18	15.9
2 - 4	74	1.4	5	.4
5 - 7	6	.1	0	0.0
8+	4	<.1	0	0.0
Unknown	4903	95.0	1110	98.0
Number of Arrests				
1 - 5	3074	59.6	706	62.3
6 - 10	777	15.1	88	7.8
11 - 15	238	4.6	20	1.8
16 - 20	75	1.5	7	.6
Over 20	73	1.4	4	.4
Unknown	923	17.9	308	27.2
Age at First Arrest				
Under 10	97	1.9	5	.4
10 - 14	632	12.2	68	6.0
15 - 17	813	15.8	96	8.5
18 - 20	816	15.8	144	12.5
21 - 24	511	9.9	142	12.5
25 - 29	399	7.7	163	14.4
30 - 39	372	7.2	198	17.5
40 - 49	160	3.1	54	4.8
50 - 59	61	1.2	6	.5
60 and over	44	.9	1	<.1
Unknown	59	1.1	12	1.1
Missing	1196	23.2	244	21.5

Adult Corrections Statistics
"Snapshot" of Probationers September 18, 1991

	Male		*Female*	
Sex Related	#	%	#	%
Unlawful Sex Intercourse	48	.9	3	.3
Rape	11	.2	1	<.1
Sodomy	4	<.1	0	0.0
Forcible Sodomy	4	<.1	0	0.0
Forcible Sex Abuse	69	1.3	2	.2
Aggravated Sex Assault	6	.1	1	<.1
Sexual Abuse of Child	268	5.2	4	.4
Other Sex	2	<.1	1	<.1
Rape of Child	7	.1	0	0.0
Sodomy of Child	14	.3	0	0.0
Agg. Sodomy Child	1	<.1	0	0.0
Lewdness Child	60	1.2	1	<.1
Sexual Exploit of Minor	7	.1	1	<.1
Incest	11	.2	1	<.1
Violent/Personal				
Assault	69	1.3	4	.4
Assault on Police	23	.4	5	.4
Assault by Prisoner	12	.2	1	<.1
Aggravated Assault	159	3.1	17	1.5
Agg. Assault by Prisoner	1	<.1	0	0.0
Criminal Homicide	3	<.1	0	0.0
Murder I	2	<.1	0	0.0
Murder II	3	<.1	1	<.1
Manslaughter	2	<.1	2	.2
Automobile Homicide	10	.2	0	0.0
Negligenct Homicide	9	.2	1	<.1
Kidnapping	6	.1	1	<.1
Aggravated Kidnapping	1	<.1	0	0.0
Kidnap Child	1	<.1	2	.2
Other Person Crime	3	<.1	1	<.1
Arson	11	.2	5	.4
Aggravated Arson	3	<.1	3	.3
Robbery	50	1.0	1	<.1
Aggravated Robbery	9	.2	1	<.1
Child Abuse	25	.5	12	1.1
Battery	3	<.1	1	<.1
Assault and Battery	6	.1	0	0.0
Assault with Deadly	5	<.1	0	0.0
Harrassment	1	<.1	0	0.0
Terroristic Threat	3	<.1	0	0.0
Spouse Abuse	6	.1	0	0.0

	Male		*Female*	
Drug Related	#	%	#	%
Possession Control Sub.	504	9.8	142	12.5
Cultivation of Drugs	26	.5	4	.4
Distrib. Drugs No Value	45	.9	5	.4
Distributing DrugsValue	209	4.1	67	5.9
Possession of Drugs	40	.8	15	1.3
Illegal Prescription	44	.8	38	3.4
Arrange to Distribute	170	3.3	38	3.4
Manufacturing Drugs	11	.2	3	.3
Poss. Controlled No Valu	4	<.1	2	.2
Other Drug/ Alcohol	19	.4	3	.3
Public Order				
Illegal Poss. of Alcohol	49	.9	6	.5
Sale of Alcohol	12	.2	1	<.1
Practice Med. No license	1	<.1	0	0.0
Resorting w/a C?	1	<.1	1	<.1
Obstruction of Justice	1	<.1	0	0.0
Providing Contraband	1	<.1	0	0.0
Tax Evasion	1	<.1	0	0.0
False Representation	2	<.1	2	.2
Tampering with Witness	5	<.1	2	.2
Tampering with Evidence	4	<.1	3	.3
Wildlife Violation	6	.1	0	0.0
Misuse of Public Funds	0	0.0	2	.2
Habitual Criminal	1	<.1	0	0.0
Weapons Violation	31	.6	1	<.1
Contributing Delinquency	13	.3	2	.2
Soliciting Sex	1	<.1	1	<.1
Telephone Harrassment	1	<.1	0	0.0
Bail Jumping	1	<.1	0	0.0
Resisting Arrest	3	<.1	0	0.0
Disturbing the Peace	2	<.1	0	0.0
Custodial Interference	4	<.1	1	<.1
Unlawful Detention	2	<.1	0	0.0
Reckless Burning	2	<.1	0	0.0
Construct. Infernal Mach.	6	.1	0	0.0
Criminal Mischief	67	1.3	6	.5
Bribery to Influence	1	<.1	0	0.0
Computer Crime	0	0.0	1	<.1
Adultery	1	<.1	0	0.0
Fornication	1	<.1	0	0.0
Criminal Non-support	1	<.1	0	0.0
Official Misconduct	1	<.1	1	<.1
Intefer with Public Offic.	2	<.1	0	0.0
Contract without License	4	<.1	0	0.0
Falsification of Records	12	.2	2	.2
False Info. to Public Off.	1	<.1	0	0.0
Other Unknown Offense	12	.2	1	<.1

Department Directory

Utah Department of Corrections

Directory

Executive Director's Office

6100 South 300 East, Suite 400
Salt Lake City, Utah 84107
(801) 265-5500

Gary W. DeLand
Executive Director

N. Bruce Egan
Deputy Director

David R. Franchina
Assistant Director

Lawrence Haefeli
Director, Internal Audit Bureau

G. MarJean Peterson
Administrative Assistant

R. Spencer Robinson
Administrative Law Judge

W. Hunter Finch
Employee Services Representative

J. Lyle Wilde
Investigations Bureau

Technical Services Division

6100 South 300 East, Suite 404
Salt Lake City, Utah 84107
(801) 265-5500

Gerald Cook
Division Director

Kim Thompson, Project Manager
Management Information Services

Pam Elliott, Director
MIS, Planning & Research,
Policies & Procedures

James Cropp, Director
Records

Carrie Hill, Director
Legal Services Bureau

Administrative Services

6100 South 300 East, Suite 301
Salt Lake City, Utah 84107
(801) 265-5500

Nick Morgan
Division Director

Robert Huetter, Director
Management Services

R. Blair Evans, Director
Facilities and Construction

Gary W. Sessions, Director
Bureau of Finance

Abdul Baksh, Director
Human Resources Bureau

Training Center

14727 Minute Man Drive
Draper, Utah 84020
(801) 571-3090

Abdul M. Baksh
Director

Joe M. Borich
Training Specialist

Inga R. Bowen
Training Technician

Kevin R. Gray
Training Specialist

Utah Correctional Industries

(UCI)
P.O. Box 850, Draper, Utah 84020-0850

Winfield Tatham
Division Director

Lloyd E. Revoir
Director, Agricultural Operations

Richard A. Clasby
Assistant Division Director

Leonard Skinner
Financial Manager

Utah Department of Corrections

Directory

Field Operations

Administrative Offices
6100 South 300 East, Suite 202
Salt Lake City, Utah 84107
(801) 265-5660

James H. Gillespie, Jr.
Director

Linda T. Gillies
Deputy Director

Evelyn R. Lawrence
Management Services Specialist

Claudia A. Brown
Program Director

Josie Reflow
Office Manager

Region I

Logan Office
95 West 1st South, #240
Century Square Building
Logan, Utah 84321
(801) 752-1151

Gary Ogilvie
Regional Administrator

Kathy Hoxsie
Supervisor, Logan

Brigham City Office
1050 South 5th West
P.O. Box 497
Brigham City, Utah 84302
(801) 734-2066

Dave H. Tingey
Supervisor, Brigham City

Region II

2540 Washington Blvd. 5th Floor
Ogden, Utah 84401
(801) 626-3700

C. Robert Sanders
Regional Administrator

Richard M. Youngberg
Assistant Regional Administrator

Karen Prevedel
Office Manager

John Carter
Program Coordinator

Region II-D

Farmington Office
99 South Main
P.O. Box 700
Farmington, Utah 84025
(801) 451-5001

R. Kent Archibald
Regional Administrator

Arlene W. Higley
Office Manager

Region III

Salt Lake City Office
275 East 200 South
Salt Lake City, Utah 84111
(801) 533-4984

Alan Anthony
Regional Administrator

Roger E. Dannels
Assistant Regional Administrator
Probation

Mary Hyde
Program Coordinator

Ross C. Owens
Office Manager

Tooele Office
621 North Main Street
Tooele, Utah 84074
(801) 882-1404

Michael J. Hansen
Agent-In-Charge

Joseph K. Smout
Assistant Regional Adminstrator
Intake

Tom House
Assistant Regional Administrator
Parole

Diagnostic Unit
P.O. Box 487
Draper, Utah 84020
(801) 571-2300

Betty H. Davies
Director

Thomas S. Webb
Supervisor

Utah Department of Corrections
Directory

Region IV

Provo Office
150 East Center Street
Suite 100; P.O. Box 239
Provo, Utah 84603
(801) 374-7633

W. Kenneth Goe
Regional Administrator

Kent W. Jones
Assistant Regional Administrator

Richard Lindsey
Program Coordinator

Marion Searle-Nielsen
Office Manager

Fillmore Office
P.O. Box 455
750 South Highway 91
Fillmore, Utah 84631
(801) 743-5830

Frederick L. Taylor
Agent-In-Charge

Region V

Cedar City Office
2134 North Main
Cedar City, Utah 84720
(801) 586-0102

John D. Graff
Regional Administrator

Kathy Shepherd
Office Manager

St. George Office
150 North 200 East, Suite 102
Second East Plaza
St. George, Utah 84770
(801) 673-6113

Bill Loader
Supervisor, St. George Office

Region VI

23 South Carbon Avenue, Room 14
Price, Utah 84501
(801) 637-3640

Don Blackburn
Regional Administrator

Lonnie Walters
Supervisor

Terri Salas
Office Manager

Moab Office
Wendall Thayne
Agent-In-Charge
Energy Building, Suite 1
Moab, Utah 84532
(801) 259-7129

Rosevelt Office
James H. Murray
Agent-In-Charge
510 West 200 North
P.O. Box 1823
Roosevelt, Utah 84066
(801) 722-4682

Richfield Office
Richard Bagley
Supervisor
201 East 500 North
Richfield, Utah 84701
(801) 896-8269

Vernal Office
L. Kirk Mullins
Supervisor
437 East Main Street, #3
Vernal, Utah 84078
(801) 789-5106

Utah Department of Corrections
Directory

Community Centers
275 East 200 South
Salt Lake City, Utah 84111
(801) 533-4984

Betty Gaines-Jones
Regional Administrator

Donna Taylor
Office Manager

Bonneville CCC
Gary Bortolucci, Director
1141 South 2250 West
Salt Lake City, Utah 84104
Ph: 533-4336

Fremont CCC
Duane R. Kaneko, Director
2588 West 2365 South
West Valley City, Utah 84119
Ph: 972-8651

Women's CCC
Colleen Carr, Director
322 East 300 South
Salt Lake City, Utah 84111
Ph: 364-1658

Orange Street
James Campassano, Director
80 South Orange Street
Salt Lake City, Utah 84116
Ph: 533-6360

Ogden CCC
Cathy Cartwright, Director
949 Washington Blvd.
Ogden, Utah 84404
Ph: 399-3391; 3392

Parkview CCC
Ray McDonough, Director
700 25th Street
Ogden, Utah 84401
Ph: 627-2510

Division of
Institutional Operations
P.O. Box 487
Draper, Utah 84020
(801) 571-2300

O. Lane McCotter
Division Director

Enid Bourgeois
Secretary

Lori Worthington
Secretary

Vickie Brown
Budget and Accounting Officer

Richard Burt
Assistant to the Director

Colleen Gabbitas
Offender Management Services

Hazen Locke, Director
Inmate Placement Program

Jeffrey Galli, Director
Program Services

Support Services Bureau

Dan Leatham
Bureau Chief

Robert Jones, Chief Physician
Bureau Chief Clinical Services

David Worthington
Deputy Bureau Chief, Support Services

Tim Slocum, Deputy Warden SS
Central Utah Correctional Facility

Dale Schipaanboord
Habilitative Services Manager

Enforcement Bureau

William Fowlke
Bureau Chief

Robert A. Larson
Security Chief

Craig Rasmussen, Deputy Warden
Central Utah Correctional Facility

Utah Department of Corrections

Directory

South Point Facility
P.O. Box 487
Draper, Utah 84020
(801) 571-2300

Tamara Holden
Warden

Oquirrh Unit
Henry G. Galetka
Deputy Warden

Uinta Unit
Bruce Daniels
Deputy Warden

Wasatch Unit
Fred Hurst
Deputy Warden

North Point Facility
14400 South Frontage Road
Draper, Utah 84020
(801) 572-5700

Tom House
Warden

Young Adult Correctional Facility
Thomas Bona
Deputy Warden

Women's Correctional Facility / Lone Peak Facility
James Smith
Deputy Warden

Iron County/Utah State Correctional Facility
2136 North Main Street
Cedar City, Utah 84720
(801) 586-3356

James Stewart
Administrator

Central Utah Correctional Facility
255 East 300 North
Gunnison, Utah 84634

Fred Van Der Veur
Warden

Bob Steele
Deputy Warden

Board of Pardons
6100 South 300 East
Salt Lake City, Utah 84107
(801) 261-2825

Don Blanchard
Administrator

H.L. "Pete" Haun
Chairperson

Paul Boyden
Board Member

Laurie Gustin
Office Manager

Victoria Palacios
Board Member

Department Employees as of September 13, 1991

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
ABBOTT	CHRIS
ABRAMS	MARTI
ACAIN	DOLOR
ACKERMAN	MARK LYNDEN
ADAM	CARRIE L.
ADAM	NICHOL
ADAMS	DARLENE
ADAMS	FORREST
ADAMS	KAELYNN
ADAMS	KYLE
ADAMS	RALPH
AITKEN	DOUG
ALBERTONI	CRYSTAL
ALBERTS	THOMAS
ALF	KATHERINE B
ALLAN	LOUEDA MARI
ALLDREDGE	CARLA
ALLEN	ARTHUR ELDO
ALLEN	JAN
ALLEN	KIM
ALLEN	LEO
ALLEN	MICHAEL
ALLEN	TIMOTHY
ALLINSON	WILLIAM
ALLRED	DELL ALVIN
ALLRED	FRANK
ALLRED	JIM
ALLRED JR	JAMES
ANDERSEN	CHRISTINE
ANDERSEN	EARL
ANDERSON	ANTHONY JAM
ANDERSON	BERNITA
ANDERSON	COREEN
ANDERSON	DEANNA LYNN
ANDERSON	GLADE V.
ANDERSON	JOANN
ANDERSON	KATHERINE J
ANDERSON	MELODY JO
ANDERSON	RENAE
ANDERSON	ROBERT
ANDERSON	SANDRA
ANDERSON	STEPHEN
ANDERSON	TOM ALVIN
ANDRUS	CHRIS DEE
ANDRUS	RUSSELL
ANTHONY	ALAN
ANTHONY	LILIAN
ARCHIBALD	R KENT
ARMSTRONG	FLOYD
ARMSTRONG	RUSSELL
ARMSTRONG	WENDY
ASHTON	CONNIE J.
ASHWORTH	DAVID
ASTON	JULIE
ATKINSON	CYNTHIA
AUSTIN	VAN
AVERY	BEATRICE
AVERY	BRENT STEVE
AVERY	VALENCIA
AVIS	DAN
AZEVEDO	RICHARD
BABILIS	NICK
BADDLEY	STEPHEN
BAER JR	HERMAN
BAGLEY	RICHARD
BAGLEY	ROBERT CRAI
BAGNALL JR	LEWIS RAWLI
BAHR	DON
BAILEY	BARTLEY
BAILEY	DIANE
BAILEY	DOUGLAS
BAILEY	MARK
BAIR	NORENE
BAIRD	ALEATA
BAIRD	ARLAN
BAKSH	ABDUL MOHAM
BALLANTYNE	LISA K.
BALLANTYNE	RON V.
BALLARD	DONALD RAY
BALLARD	THAD
BALLS	CRAIG
BANKS	DENNIS
BARBER	DOMINIC
BARKER	LORNA
BARNES	TRUDY
BARRETT	SANDRA
BARRETT	STEVEN WILL
BARTELL	COLLEEN
BARTELL	EUGENE
BARTELL	JENNIFER SU
BARTELL	KARL
BARTHOLOMEW	KATHLEEN
BARTON	J LOWE
BARTON	TONY RAY
BASSETT	MYRA
BASSI	WILLIAM BRA
BASTIAN	JULIE T.
BATEMAN	CORBIN R.
BATEMAN	JOSEPH
BAXTER	PATRICK JOH
BEADLES	JAMES
BEALES	JESSE EARL
BEAN	REID
BECK	STEVEN
BECKMAN	JENNILYN
BECKNER	BERYL
BEDDES	VERN
BEEBE	ROBERT
BEECROFT	CHARLES LEO
BEERS	GARY
BELLISTON	ELVA OLSEN
BELT	GREGORY CH
BEMIS	NANCY
BENCH	LARRY
BENNETT	ROBERT
BENNETT	ROXANNA
BENSON	CHRISTIAN
BENSON	R RITCHIE
BENSON	ROBERT
BENSON	RONALD
BENVEGNU	SHAUNA
BERENDSON	RONALD
BERLING	MARION
BESSIRE	MAVAUN
BETZER	LOREN CHARL
BIGELOW	ALFRED
BIGGS	MICHELLE
BILLINGS	RICHARD
BILLS	CRAIG
BILLS	DAVID LEE
BINGHAM	JAMES I.
BINGHAM	KENNETH LEE
BINGHAM	ROBERT
BIRD	HELEN
BIRK	DOUGLAS
BITSEEDY	DENISE
BLACK	JOHN
BLACK	NICHOLAS
BLACK	TAMARA
BLACK	TAMMY
BLACKBURN	DON
BLACKBURN	SCOTT
BLACKHURST	RONALD J.
BLAIN	WARREN
BLAIR	DON
BLAIR	GRANT
BLANCHARD	ALAN
BLANCHARD	ALICE
BLANCHARD	DANIEL WARD
BLANCHARD	DONALD
BLANCHARD	EDWARD
BLEGGI	JOHN LEWIS
BLUEMEL	FLORIN
BODTCHER	ROY
BOGATY	LEWIS JOSEP
BONA	STEVEN G.
BONA	THOMAS
BOND	ROBERT P.
BONE	BEVERLY J.
BONE	KIMBERLY
BOOTHE	DAVID
BOREN	CLARK
BORICH	JOE
BORTOLUSSI	GARY
BOSCARENO	DAVID
BOTT	JOSEPH CRAI
BOURDEAU	CHERYL ANN
BOURDEAUX	DUANE
BOURGEOIS	ENID
BOURGEOIS	MURRY E
BOWEN	ANNETTE
BOWEN	INGA
BOWERS	ERIC M.
BOWN	BRAD
BOYD	CLARENCE
BOYD	LYNDA
BRADBURY	DAVID CALVI
BRADLEY	JOHN
BRADSHAW	DAVID
BRAITHWAITE	JAMES
BRANDT	STEPHEN
BRASHER	C LYNN
BREINHOLT	MARK W
BRIDWELL	MIRIAM VICK
BRIGHT	CHARLES
BRIMHALL	CONNIE
BRIONES	IGNACIO
BRISCOE	FRANK E
BROCKBRADER	MARY ELLEN
BROCKBRADER	WILLIAM
BRODE	RALPH
BRONSON	DENNIS LEE
BROOME	KENNETH
BROPHY	SHELLEY DAV
BROUGH	GRANT H
BROUGH	STEVEN
BROWN	CLAUDIA
BROWN	GENE
BROWN	JAY
BROWN	VICKIE
BROWN	YORK E.
BRUCKNER	JEANNINE AN
BUCHANAN	FERRON
BUCHANAN	MIKE DAVID
BUCK	E PATRICIA
BUCK	LISA P
BUFTON	SHAUN
BULKLEY	DARYEL WAYN
BURCH	WILLIAM
BURGESS	CATHERINE
BURGESS	VICKY D
BURKE	MARY LYNN
BURNETT	ROGER
BURNS	WILLIAM
BURR	CRAIG
BURROWS	DEBRA
BURROWS	KAROLYN
BURT	RICHARD
BURTON	TERESA ANN
BUSHMAN	LORRAINE
BUSSIO	LARRY
BUTCHER	BRENT
BUTLER	JACK
BUTTER	CLIFFORD
BYTHEWAY	SARA
CALDER	DAVID
CALDWELL	DEREK
CALL	CONNIE
CAMPASANO	JAMES
CAMPBELL	JULIE LYNN
CAMPBELL	KARMAL
CAMPBELL	KORIANN
CAMPBELL	KRISTI KAY
CAMPBELL	LINDA
CANNON	RUTH V.
CANTRELL	SUSANNE
CAPELL	JOHN E.
CARBUHN	VIRGINIA
CARDALL	BRENT
CARDALL	CLIFFORD
CARDON	ANN
CARLSON	DAWN
CARLSON	LEIF
CARLSON III	A
CARNES	KATHLEEN
CARNESECCA	STEVE
CARPENTER	NORMAN
CARR	COLLEEN
CARROLL	DON
CARTER	JOHN
CARTER	TODD
CARTER	YVONNE
CARTWRIGHT	CATHY
CARTWRIGHT	LYNNE
CARVER	SCOTT VERNA
CARVER	SEAN J.
CASPER	BILLIE
CAUDILL	DAVID
CAUDILL	GRACE RUTH
CESPEDES	ROSANITA
CHADWICK	MORRIS
CHAMBERS	DOUGLAS M
CHANNON	MALCOLM
CHAPMAN	ELAINE
CHARLESWORTH	CATHY
CHASE	GREGORY
CHATTERTON	LARRY
CHAVIRA	RITA ANN
CHENEY	RAYMOND
CHESNUT	CHAD L.
CHILTON	NANCY
CHRISTENSEN	BENJIE

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
CHRISTENSEN	CORY L.
CHRISTENSEN	DALE
CHRISTENSEN	DAVID
CHRISTENSEN	DON
CHRISTENSEN	DONNA
CHRISTENSEN	JAN
CHRISTENSEN	JOHN
CHRISTENSEN	JUDY
CHRISTENSEN	KIMBERLY
CHRISTENSEN	LAVAUN
CHRISTENSEN	DENNIS
CHRISTENSEN	MICHAEL
CHRISTENSEN	RON
CHRISTENSEN	SCOTT
CHRISTENSEN	SCOTT
CHRISTIANSEN	MARK H.
CHRISTIANSEN	PAUL
CHRISTIANSEN	SUZANNE
CHRISTIANSEN	TAMRA
CIESLAK	MANFRED
CLARK	BONNIE
CLARK	LOWELL
CLARK	PAMELA
CLASBY	RICHARD
CLAYSON	LYNN
CLAYTON	RICHARD
CLEMENTS	KAREN SUE
CLEMENTS	MICHAEL
CLEMENTS	SID
CLINE	WANDA
COBB	ROBERT
COCHRAN	CARRIE L.
COCHRAN	KATHLEEN
COCHRANE	ERIC J
COLE	J.R.
COLE-SHEPHERD	KATHERINE
COLLIER	DENA
COLLINGS	ADAM B.
COLLINS	DENNIS P
COLLINS	JERRY
CONNER	MARION R.
CONOVER	WILLIAM MIL
COOK	DOUGLAS L.
COOK	GERALD
COOK	JERRY
COOK	LEGRANDE
COOK	RONALD
COOK	WADE
COOKE	HEATHER
COOMBS	JAY DAVID
COOMBS	LINCOLN
COON	VICKI LEE
COONS	CHARLES
COPE	CHRESTON
COPLEY	KELLY M.
CORBALEY	GLENN
CORRY	RICHARD
CORSI	RICK
CORTEZ	ROEL
COUCH	ELAINE
COULTER	MELVIN
COURNEY	DONNA FAY
COURT	MONT OWEN
COURTNEY	CYNTHIA
COVERT	BEVERLY
COX	GRANT
COX	WAYNE
CRANE	JENNIFER
CRANE	MARLENE
CRAVEN	BRENT
CRAWFORD	CATHY
CRAWFORD	GARY
CRAWLEY	JOHN P
CREDAROLI	TODD EUGENE
CROPP	JAMES
CULLIMORE	SCOTT
CUNNINGHAM	LARRY
CURTIS	JEFFREY C
CURTIS	KENNETH
CURTIS	MARK
CURTIS	TRACY D
CUTLER	DOYLE
DADE	CHARLOTTE
DAHL	MICHAEL
DAHLBERG	JOYCE
DAINES	ELAINE
DANA	REX
DANIELS	BRUCE
DANIELS	MARC
DANNELS	ROGER
DARAS	MICHAEL
DARBRO	SHAUN
DARNELL	BONNIE
DAURELLE	SHARON
DAVENPORT	ANNETTE
DAVIDSON	DEBORAH
DAVIES	BETTY
DAVIES	BRIAN
DAVIS	ANTHONY DAR
DAVIS	BILLY JOE
DAVIS	CONNIE H.
DAVIS	JERRY VERNE
DAVIS	KENT BUCKLE
DAVIS	MILTON DEVO
DAVIS	RAY
DAVIS	S. CLINT
DAWSON	DAVID
DAWSON	KENNY
DAY	MARCIA TALB
DAY	SIBYL
DECKER	RONALD
DECOL	RICHARD
DEGIULIO	BRYCE LYNN
DEGIULIO	CHERYL
DEHAAN	ELDON
DEHAAN	EVONNE
DELAND	GARY WALTER
DELL	LINDA
DEMARTINI	DARRELL ERN
DEMILL	KENT
DEMILLARD	ERIC
DEMUNBRUN	BECKY
DENERIS	MARK P.
DENNIS	HAROLD
DENNIS	PATRICIA GA
DENSLEY	DAVID
DENTON	CELESTE
DESPAIN	KERRY
DEVENISH	ROY
DEWBERRY	ADRIAN KEIT
DEYOUNG	BRENDA CARO
DEYOUNG-STICKLEY	DEBRA
DIDDENS	WILLIAM
DONALDSON	SARA D.W.
DOUGLASS	WILLIAM
DOWDING	ROD
DOWE	MIKE
DOWNS	BRANDEN C.
DRAPER	DINA
DRAPER	KENDALL
DUCKWORTH	RICK DUDLEY
DUNCAN	DEBORAH
DUNCAN	LAURIE
DUNFORD	JOHN OSMOND
DUNHAM	HELEN M
DUNHAM	LINDA DIANE
DUNKLEY	SEAN P
DUNN	LARRY
DUNNJR	WILLIE
DURFEY	DARIN E.
DURFEY	KITTY
DURRANT	NANCY
DYLE JR	WALTER
EAGLE	DOROTHY
EAST	WILLARD
EASTON	RAMONA
ECKMAN	FRED
ECKMAN	LARRY
ECKMAN	ROBERT
EDRINGTON	RONA KAYE
EDSALL	ROLAND STAN
EDWARDS	CARLENE MAR
EDWARDS	FLOYD JAY
EDWARDS	SANDRA
EGAN	JAN
EGAN	KIRK
EGAN	NEPHI BRUCE
EKLUND	REGINA
ELDRIDGE	BRIAN JAMES
ELLETT	SCOTT
ELLIOTT	KELLY RICHA
ELLIOTT	PAMELA
ELMS	DORIS
ENGLAND	JOE B.
ENGLAND JR	KENNETH
ERICKSON	JEANINE
ESCOBAR	MAURICIO
ESKELSEN	W TEAGUE
ESONWUNE	DEBORAH
EVANS	DAREN STEWA
EVANS	JACK
EVANS	JOAN C.
EVANS	LARRY
EVANS	R BLAIR
EVANS	R MONT
EVANS	ROBERT
EVANS	RYAN ANDREW
EVANS	SYLVIA
EYRE	TERRY
FACKRELL	ANNABELLE
FACKRELL	DOUGLAS
FACKRELL	JOHN
FAHL	DAVID
FAHRLENDER	JEANINE M.
FAIRBANKS	PAT
FARLEY	DAVID
FARNSWORTH III	WALTER
FARR	JOSEF FERNA
FENNER	JOANNE
FERGUSON	PATRICIA
FERRE	LYNET
FINCH	WILLIAM HUN
FINEFEUIAKI	SIOELI
FINLAYSON	CLAIR
FINLAYSON	MICHELE
FINLINSON	DAN
FISCHER	RICHARD
FISHER	ROWENA ANN
FITTON	JOHN STUART
FITZGERALD	STEVE
FLINDERS	RONALD
FLORY	PERRI
FOLEY	DAVID
FORBES	CHARLES EDW
FORD	KATHLEEN
FORD	MARGO
FORREY	LYNNE
FOUSE	LINDA
FOWLKE	WILLIAM
FOX	CALVIN LLOY
FRAMPTON	GARY
FRANCHINA	DAVID
FRANSON	JAMES LLOYD
FREEMAN	ROHN DAL
FREESTONE	BLEN
FRIEL	CLINTON
FRISBEE	JAN
FROGGET	MARJEAN
FRONK	SHARON
FRUCCI	WILMA
FRY	KARL
FRYER	ELAINE D.
FULKERSON	GARY WAYNE
FULLER	KIM EARL
FUNK	RUBERT
FURNER	JAMES HOWAR
FURUTA	DAVID
GABALDON	THERESA
GABBITAS	COLLEEN
GABBITAS	LARRY EVANS
GABBITAS	VERNON FLOY
GAHLEY	BLAIR
GAINES-JONES	BETTY
GALBRAITH	KATHLEEN
GALENTINE	TERRY
GALETKA	HENRY
GALETKA	KERRY
GALLEGOS	GASPAR
GALLEGOS	JEFFREY E.
GALLEGOS	RUBEN ROSS
GALLI	JEFFREY
GARCIA	LONNIE VERO
GARDNER	ALAN
GARDNER	MICHAEL JUD
GARDNER	PAUL
GARDNER	RAYMOND
GARFIELD	THOMAS
GARLOCK	CLARK
GARNER	TAMARA
GARREAUD	HERNAN
GARRETT	BLAINE
GEE	WADE MERRIL
GERRARD	CRAIG RANDA
GIBSON	ALAINA
GIFFORD	BRENN
GILBERT	KENNETH
GILES	LARAE
GILLESPIE JR	JAMES
GILLETT	LARRY JOSEP
GILLIES	LINDA TONSI
GILLIS	JOSEPH
GILLIS	SUZANNE KAY

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
GLANCY	MARK
GLASSETT	NELSON D.
GLAZIER	JOHN WANDLE
GLEDHILL	JOHN E.
GLIEDEN	MIKE
GLINES	THOMAS LEE
GLOVER	LYLE
GLOVER	SHERRIE LEE
GOBBLE	LARRY
GOBER	JAMES
GODFREY	LENNIE
GOE	WILLIAM KEN
GOETZ	JUSTIN C.
GOLDER	MARK DEWAYN
GOMEZ	AVELINA
GOMEZ	GEORGE
GONZALES	PAMELA M.
GOOLSBY	MICHAEL
GORDON	DENNIS
GORDON	ELLEN J.
GORDON	JAMES L.
GORDON	STEVE
GOUDY	TAMARA LEE
GRACE	DALE
GRACE	ROBERT
GRAFF	JOHN
GRANDY	TRENTON G.
GRAY	KEVIN
GRAY	MARVIN
GRAY	MICHAEL
GREEN	BRYANT THOM
GREEN	PHILIP
GREENE	LORI
GREENWOOD	SANDRA
GREENWOOD	SUSAN
GREGERSON	GWEN
GRIFFITH	WENDY
GROW	JOHN WILLIA
GR0VER	VIRGINIA
GUNN	RONNIE CARL
GURNEY	SHELLY J.
GUSTIN	LAURIE
GUTIERREZ	ALFREDO
GUYMON	G KENT
HAEFELI	LAWRENCE
HAFEN	BURKE DOUGL
HAGLER	KRISTI L.
HALE	CONNIE
HALE	IRVIN BYRNE
HALE	JUANITA
HALES	KARIN PRAWI
HALEY	JOHNNY
HALL	ANTHONY XAV
HALL	CLIFFORD
HALL	JEREMY
HALL	MICHAEL
HALLADAY	NEIL
HALLIDAY	MARGO
HAMILTON	LYNDA
HAMPTON	KAREN
HANCE	PAULETTE
HANCOCK	DALE
HANCOCK	DIANE CLAY
HANLON	MITZI
HANSEN	ARTHUR LOWE
HANSEN	DALE
HANSEN	ERIC
HANSEN	KENNETH MOR
HANSEN	LORI
HANSEN	MARVIN
HANSEN	MICHAEL JAY
HANSEN	ROBERTA
HANSON	TODD
HARDING	JERI KAY
HARDMAN	CAROLYN HAT
HARDMAN	MARREL
HARDWICK	DIANE B.
HARDY	KAYLE GLEN
HARE	MICHEAL DOU
HARGETT	MARGIE
HARKER	VICKI
HARLOW III	CHARLES ELL
HARPER	KEITH LESLI
HARPER	MICHAEL ALV
HARR	RANDELL
HARRIS	BRUCE
HARRIS	THEODORE
HART	TAMARA
HARTLEY	BONNIE
HARWARD	KIM S.
HARWOOD	ALLEN
HARWOOD	GREGORY
HASTINGS	ORVILLE
HATCH	VERLIN
HATHAWAY	ARLO
HAUN	CYNTHIA
HAUN	LAMAR
HAURAND	HENRY EUGEN
HAWKINS	SHARON K.
HAYES JR	RICHARD
HAYWOOD	JAMES NORMA
HEALEY	PENNY
HEALY	SHERYL
HEATON	BONNIE
HEDGES	DOUGLAS R.
HEILESON	NICKI LOU
HEIMBERG	SWEN
HEMENWAY	IRIS
HENDERSON	JEFFERY
HENNINGS	ROBERT
HENSLEY	LUTHER
HERBERT	RONALD LOUI
HERBERT	SHELBY
HERMAN	BRYANT
HERMAN	CAROL
HERMAN	CHRISTINE
HERMAN	ROBERT ALAN
HERMAN	STEVEN
HERMANSEN	JEFFREY
HERRICK	RANDY D.
HIATT	GLENN
HIBLER	BARBARA
HIBLER	TIMOTHY
HICKS	LARRY JOE
HIGHAM	JULIE
HIGLEY	ARLENE
HIGLEY	DAVID
HIGLEY	LEONARD
HILL	CARRIE L S
HILL	MARION RICH
HILL	TIMOTHY
HILL	VANCY
HILL	VICTOR
HILLAM	HYRUM
HINCKLEY	CATHY
HINCKLEY	JUNE
HINCKLEY	RON
HINES	KARL MATHEW
HINES	LAWRENCE
HINESLEY	TREVOR
HINMAN	STEVEN A.
HOBBS	ARTHUR
HOBBS	CHARLES
HOBBS	LOUISE
HOBBS	TONY
HOBBY	EDWARD EARL
HODGES	JOSEPH MICH
HOGGAN	KENT
HOGGE	ROSCOE
HOLDEN	MARY TAMARA
HOLDING	MARK
HOLLAND	BRENDA
HOLLAND	DOUGLAS
HOLLINGSHEAD	NOELLE
HOLMES	ALLEN
HOLMES	CASSIE
HOLMES	JULIE
HOLT	EARL
HOLT	PETER
HOLT	ROBERT D.
HONEY	DOUG
HONEYCUTT	BETTY
HOOKER	LUANN
HOPKINS	KARL
HORNE	ROBERT
HORNSBY	NANCY
HOSSAIN	IQBAL
HOUSE	TOMMY
HOWARD	GLEN WALTON
HOWARD	HENRY
HOWARD	MARK L.
HOWARD	MICHAEL
HOWARD	MICHEL
HOWARD	WILLIAM L.
HOWELL	MARILEE CAR
HOWELL	ROBERT
HOXSIE	KATHLEEN
HUETTER	ROBERT
HUGHES	JOE EDWARD
HUGHES	RICHARD
HUGHES	STEPHEN EDW
HUGO	TIFFANY
HUISH	JANET L.
HULET	BARBARA
HUNT	ANDREW
HUNTER	PAMELA
HUNTINGTON	DAVID BLAIN
HUNTSALONG	RUSSELL
HUNTSMAN	NORI
HUNTSMAN	ROXIANN
HUNZEKER	WILLIAM
HURST	PAMELA
HURST	WALTER
HUTCHINGS	DANNY
HUTSON	DON WILLIAM
HYDE	JUDY
HYDE	MARY
HYLAND	GARY J.
IKA	LEIONI
IKA	WYLENE
INGILIZIAN	HOVNAN K.
INGLE	JAMES
INGLE	REBECCA
INGLE JR	JAMES
INGLEDEW	LYNETTE
INGRAM	CLELLA ESTH
IPSEN	MICHAEL
IRONS	JOHN WILBER
IRONS	LISA
IVIE	LYNN
IVIE	NORMAN DEE
JACK	VINCENT JOH
JACKSON	DAHL R.
JACKSON	KENNETH
JACKSON	LARRY
JACOBS	TERRY
JACOBSON	CARL
JACQUART	GREGRY
JAMES	ALAN
JAMES	TERRY ALAN
JARVIS	JONATHON
JENKINS	LINDA W.
JENKINS	LORRAINE
JENKINS	MARGARET H.
JENKINS	VAL
JENNINGS	JOANN
JENSEN	CAROL
JENSEN	CHARLA JEAN
JENSEN	DIRK WARREN
JENSEN	GALE D.
JENSEN	JOSEPH DOUG
JENSEN	JUDY
JENSEN	KAY HENRY
JENSEN	LAVENE GREG
JENSEN	MICHAEL
JENSEN	NANCY
JENSEN	PAULINE
JENSEN	REDGE DON
JENSEN	ROBERT
JENSEN	SHARON
JENSEN	CHERI
JENSEN	STANLEY G.
JOHNSON	ANTHONY JAM
JOHNSON	CAMERON LAV
JOHNSON	DALE
JOHNSON	DARWIN
JOHNSON	GORDON
JOHNSON	HEIDI
JOHNSON	JODY L.
JOHNSON	KATHLEEN
JOHNSON	MEREDITH
JOHNSON	MICHAEL
JOHNSON	NANNETTE
JOHNSON	RICHARD ALV
JOHNSON	RICHARD JAM
JOHNSON	ROBERT
JOHNSON	SCOTT
JOHNSON	SCOTT KAY
JOHNSON II	HAROLD
JOHNSTON	MARY
JOHNSTON	VICTOR
JOHNSTUN	WILLIAM
JOLLEY	KENT
JONES	ALLAN RALPH
JONES	ALONZO
JONES	DERELL
JONES	FLOYD LEE
JONES	JEFF S.
JONES	KENT
JONES	LINDA
JONES	ROBERT
JORGENSEN	DEL M.

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
JORGENSEN	JERRY RULON
JORGENSEN	LYNN
JORGENSEN	SHERRIE
JORGENSEN	WAYNE
JORGENSON	JERRY
JORGENSON	REESE R.
JOYNER	ERIC
JUDD	ROBERT
JUDKINS	RONNIE
KAAS	JOY
KALAHER	THOMAS
KAMPMAN	VIRGIL
KANEKO	DUANE
KAY	PRESTON STE
KELLER	ALAN EVANS
KELLER	BRENT
KELLER	CHARLENE M.
KELLER	KENT
KELLER	TERESA JUNE
KELLEY	RONNIE
KELLY	LARRY
KELLY	MICHAEL
KEMP	NANCY LYNN
KENDALL	LYNN
KENNINGTON	KARL
KERR	ALLEN
KERR	SHERRIE
KESTER	CORY JON
KIM	DONA I.
KIMBALL	EDWARD L.
KIMBALL	GLYNN JOHNS
KIMBALL	PAMELA KAYE
KIMBER	CHUCK
KIMBER	MICHAEL
KING	BRUCE L.
KIRKPATRICK	MARLENE
KIRKPATRICK	PAUL
KISS-ILLES	TONY
KITCHELL	DONALD
KNIGHT	RAYMOND F.
KNOBEL	KENNY
KNOWLDEN	KEITH
KNOWLES	MICHAEL EDW
KNUDSEN	JANET
KOGIANES	CHRYS
KOLTERYAHN	SARGENT
KOROUS	DOTTIE S.
KOYLE	HOWARD
KRAMBULE	AMY
KRAMER	STEPHEN
KREMER	EVA M.
KUPITZ	MARCUS GERH
LABOUNTY	WILLIAM
LAFFERTY	NANNETTE G.
LAIL	BENJAMIN
LAMB	DONALD E.
LAMB	LAMAR NEIL
LAMPH	L CLAUDE
LANE	CHRISTOPHER
LANEY	DEAN
LANGI	KINGI M.
LANGLEY	MICHAEL ROY
LANGSTEIN	FRANZ
LANGSTON	TONY TERRAN
LAPLANT JR	RODNEY
LARGE	FREDERICK
LARSEN	DEAN
LARSEN	DELON
LARSEN	GARY
LARSEN	LEEANN
LARSEN	MANUELA
LARSEN	PAUL
LARSEN	SHERIN
LARSON	ERNIE MARR
LARSON	ROBERT
LARSON	SUSAN ELIZA
LARSON	WAYNE
LATTA	TERRI
LAURITZEN	R'DEAN
LAWRENCE	EVELYN
LAWRENCE	ROBERT
LAWS	LEONARD KAY
LEACH	BILL J.
LEATHAM	DANIEL
LEDFORD	BRAD
LEE	BRENDA SUE
LEE	KERRY
LEE	RONALD
LEFEVRE	GRANT ALBER
LEIGH	ROBERT
LEIGH	ROBERT
LEMMON	DAVID
LEMONS	ALMA
LESLIE	JAY BRADLEY
LEWIS	BETTY
LEWIS	ELSIE M.
LEWIS	KERRY
LEWIS	LESLEE
LEWIS	RUE
LEWIS JR	KENNETH
LILLY	DABNEY
LIMA	MARIA
LINDORF	LOUISE KEME
LINDSAY	RICHARD
LINDSAY JR	LEE
LINFORD	BETTY ANN
LINFORD	JAMES
LINSLEY	CINDY A.
LISTON	DON
LISTON	LEE DALE
LITVIN	BERNARD
LOADER	BILL
LOCKE	HAZEN
LOCKE	MYRON WILLI
LOFGREN	ANTHONY
LOLOHEA	HALANI
LONG	FERRY
LONG	L DONALD
LONGMORE	BARBARA
LOOSLE	TINA
LOPEZ	CHARLENE
LOTT	JANET Q.
LOVELAND	HEBER C.
LOVELL	BRENT
LOVELL	DAVID
LOWER	MARK
LOWRY	DAVID ALLEN
LUCEY	LEO
LUKENS III	WILLIAM
LUKER	LINDA
LUND	STEVEN
LUNDELL	DICK
LUNDELL	LEWIS
LUNDELL	PAUL
LUNDY	JOSEPH
LUNDY	THOMAS
LYON	ANDREW
MACKAY	CRAIG
MACKAY	JEFFREY
MACKAY	PEGGY K.
MACKEY	TERRY
MACLEOD	JEFFREY ALA
MADSEN	WILLIAM
MADSON	CRAIG MOYLE
MAGERAS	HOLLY
MAHIN	ROBERTA
MALMBORG	DIANE
MALMGREN	LINDA
MANDER	CAROL A.
MANNING	JOYCE
MANNING	MICHAEL G.
MANOUSAKIS	DESSIE
MANWILL	JAMES
MANWILL	RICK
MARCH	MYRON
MARCHANT	MARTIN WILL
MARCUSEN	JAMES
MARINONI	JOYCE MARGI
MARION-ESPINOZA	BOBBIE
MARLIN	SCOTT
MARSH	DENNIS D
MARSH JR	ROBERT LEE
MARSHALL	DANA LORRAI
MARSHALL	TERRY L.
MARTIN	FRANK
MARTIN JR	RICHARD
MARTINEZ	ARTHUR WILF
MARTINEZ	JULIE V.
MARTINEZ	RUBEN
MARTINEZ	SUSAN
MARX	SHANNA
MASON	BART
MASON	HERBERT
MASON	TERRY
MAYFIELD	GAYLA
MC CARTHY	MELINDA
MCBRIDE	LAVARR
MCCALL	LU ANN
MCCARTHY	CURTIS
MCCARTHY	KEVIN
MCCLOUD	RONNIE EDWA
MCCOTTER	ORSON LANE
MCCOWN	HAROLD
MCDANIEL	MERETON
MCDANIEL	RICHARD
MCDONALD	ANN
MCDONALD	DANA
MCDONALD	JAMES
MCDONALD	MICHAEL
MCDONOUGH	RAYMOND
MCHUGH	THEDA
MCIFF	STEVEN
MCIVER	JIM
MCIVER	STUART
MCKINLEY	STEVEN
MCNAUGHTON	MICHAEL
MCNEIL	THERESA
MCNITT JR	THOMAS
MCQUIVEY	DAVID BRENT
MEACHAM	CRISTY LU
MEACHAM	DOUGLAS
MEACHAM	KERRY JOHN
MEASOM	LANCE
MECHAM	LAREE
MEDINA	PAUL R.
MEIER	DARRELL
MEIER	MICHELLE
MELIS	GEORGE
MENIS	EUGENIA P.
MERRELL	HOWARD A.
MERRILL	HOWARD
MERRILL	LEE ALLEN
MERRILL	MICHAEL
MESSERSMITH	DAVID
METCALF	STEPHEN
MEYER	CRAIG
MICHAELIS	DIETMAR
MIDDLETON	MARGARET
MIDDLETON	VIC
MIERA	SAMUEL
MILLER	BRETT LESLI
MILLER	LAWRENCE
MILLER	MARK E.
MILLER	PAUL
MILLER	ROBERT A.
MILLER	RONDA
MILLER	STEVEN
MILNE	CHAD
MINER	STEVEN S.
MINOR	JAY C.
MINOR	RANDALL
MITCHELL	CHRISTINE
MITCHELL	DENISE
MITCHELL	MICHAEL
MITCHELL	TODD
MOELLER	ILENE
MOFFITT	LYLE
MOLLNER	FLINT
MOLLNER	PAMELA
MONCRIEF	KIRK WALTER
MONRO	NANCY
MONROE	BARRY JACK
MONTAGUE	JOHN MILTON
MOODY	JAMES
MOORE	CHAD
MOORE	EARL JEFFRE
MOORE	KAELYN
MORELL	MICHAEL
MORGAN	DONALD
MORGAN	LESLIE C.
MORGAN	SHERRY
MORGAN III	NICHOLAS
MORLEY	JANET SUE
MORRELL	DONALD
MORREY	DAVID
MORRIS	BRYAN LEWIS
MORRIS	KEVIN SCOTT
MORRISON	TONYA
MORTENSEN	VALLE MARIE
MORTON	KERRY
MOSCROP	ROBERT CHRI
MOWER	JIM
MOWER	STEVEN
MULLINS	LARRY
MURRAY	JAMES
MYERS	JEFFERY
MYLROIE	LEON
NAK	LARRY
NAVARRO	RICHARD
NAYLOR	JEAN
NAYLOR	JOEL DEAN
NEELEY	PATRICIA

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
NELL	ALAN
NELSON	DARRELL
NELSON	PETER
NELSON	ROBERT H.
NELSON	SUSAN MARY
NENTWICH	MARK
NEWKIRK	CHARLES
NEWMAN	JOAN
NEWMAN	KIMBERLY DA
NEWMAN	RONALD
NICHOL	CARMEN
NICHOL	MARK
NICHOLLS	DALE LEE
NICOL	HOLLY
NICOLO	DAVID W.
NIELSEN	BLAKE
NIELSEN	BRADLEY
NIELSEN	JODY
NIELSEN	ROBERT D.
NIELSEN	SPENCER
NIEMANN	TODD
NIPPERT	HEIDI
NIPPERT	HELGA
NITZEL	KEVIN
NOBLE	NORMAN
NORDELL	CAROLYN
NOYES	CHERYL
NOYES	GORDON
NUNLEY	REUBEN
NUNLEY	SANDRA
NUZMAN	LESTER
NYE	ROBERT DEE
O'BRAY	MARTY
O'BRIEN	JERRY M.
OAKLEY	J BART
OATES	NOREEN
OCKEY	DAVID
OCKEY	KATHY DANIE
OGDEN	DEBORAH
OGILVIE	GARY
OLDHAM	CHERI
OLIN	JAMES
OLIN	RAYNE
OLIVE	DAVID
OLIVER	CHARLES
OLIVER	JUDY ANN
OLSEN	FRED L.
OLSEN	JOAN
OLSEN	REED L.
OLSEN	SCHUYLER
OLSEN	SCOTT
OLSON	CHRISTINE J
OLSON	ERICA
OLSON	MICHAEL
OLSON	SETH
ORR	JACKIE LYNN
ORTIZ	PETER
ORTIZ	RONALD
OSTLUND	MARILYN HEA
OTTEN	LA PRIEL
OTTESEN	EUGENE
OVERTON	ADRIAN
OVIATT	MICHAEL DEE
OWEN	ROSS
PACE	KARAN DEE
PACE	WINFORD
PACK	SUSAN
PADGETT	JAMES
PADGETT	SUZANNE
PAINTER	MARION
PAINTER	ROBERT
PANTOJA	PAUL
PANTOJA	VIOLA
PARDUHN	BRENT LYNN
PARKER	CHRISTINE
PARKER	THOMAS O.
PARKER	TIMOTHY
PARKER	WILLIAM
PATE	LARRY
PAXTON	KENNETH
PAYNE	I REED
PEARCE	RICHARD
PEAY	GREGORY
PECK	VALERIE
PELLAND	FLOYD
PEMBERTON	GEORGE
PEMBERTON	MARK
PENDLEY	DOUGLAS
PENROD	DERK
PEPPER	SCOTT
PERALES	HORACE
PEREA	KIM MARIE
PEREZ	RUDY B.
PERKINS	CHERYL
PERRYMAN III	GLENN
PERSCHON	MARK
PETERS	WILLIAM
PETERSEN	BRYAN MARK
PETERSEN	DONALD WILL
PETERSEN	GLENNA H.
PETERSEN	MERRILEE NE
PETERSEN	MICHAEL
PETERSON	ANNETTE
PETERSON	CHRIS
PETERSON	CLIVE
PETERSON	DALE
PETERSON	DON L
PETERSON	DOUGLAS
PETERSON	GLEN
PETERSON	MARJEAN
PETERSON	HENRY
PETERSON	JERRY
PETERSON	LARRY
PETERSON	LYNDA ANN
PETERSON	MARGARET
PETERSON	MARY
PETERSON	RONALD
PETERSON	TONY
PETERSON JR	RICHARD
PETTY	KATHLEEN
PHELPS	RUSTY
PHILLIPS	KENDELL RAY
PHILLIPS	NOLA
PHILLIPS	RAYMOND
PIATT	JOHN ALLEN
PICKETT	GLEN
PIEP	GEORGE
PINO	ANNETTE JEN
PINO	ENID
PINC	JACKIE LYNN
PITT	JENNIFER LE
PIVEC	JANEEN NELS
PIXLER	H RICHARD
PLANT	TARESA KAY
PLATIS	DANNY GUS
POPE	JERRY
POULTON	ROBERT
POWELL	CLARK
POWELL	ROBERT
POWELL	SALLY
POWERS	JOHN
PRATT	DON JAY
PRATT	JEFFREY DUA
PRATT	MARILYN
PRATT	VON
PRAY	ROGER
PRESSETT	EUGENE
PREVEDEL	KAREN
PRICE	ERIC R.
PRIETO	CHRISTINE
PROESTAKIS	SALLY
PROULX	ANNETTE
PROULX	CRAIG
PRUETT	LADDIE
PUETT	DAVID LEE
PULLEY	LYNN RAY
PURSER	JEFF
QUINTANA	CLAUDIA
QUINTANA	LYNDA
RADMALL	CLARA
RADMALL	GREGORY
RANDALL	DANNY
RANDS	JOSEPH STAN
RASBAND	PHILIP D.
RASMUSSEN	CRAIG
RASMUSSEN	DAVID
RASMUSSEN	JON
RASMUSSEN	KAREN A.
RASMUSSEN	PAUL
RASMUSSEN	ROLAND
RASMUSSEN	THEO
RAWLE	CAROLYN
RAWLE	SHERIL
REECE	MARY JANE
REED	JAMES
REEDER	ROBERT
REES	FRANK M.
REID	EVAN
REISNER	DANIEL REED
REKOUTIS	DEBORAH
RENCKERT	MICHAEL
RENO	RAYMA
RENO	RUTH
RENTFRO	BRENT D.
REUSS	DWAINE
REVOIR	LLOYD
RHODES	JOHN LEE
RICE	KIMBERLY
RICHARDS	SCOTT F.
RICHESON	KENT
RICHINS	RANDY K.
RICHINS	SUSAN J.
RICHINS	TERESA KAY
RICHMOND	RUTH
RICHMOND	VALERIE C.
RICKS	GEORGE
RIDER	WAYNE
RIET	CHERYL
RIGBY	ALICE
RIGBY	HAL
RIGBY	PAUL
ROBERTS	DON
ROBERTS	LAMAR
ROBERTS	MARK
ROBERTSON	CATHY
ROBERTSON	GREGORY
ROBERTSON	KATHY
ROBERTSON	LLOYD
ROBINSON	BRENDA JANE
ROBINSON	JOYCE
ROBINSON II	SPENCER
RODDOM	RONALD
RODEMAN	JACKIE
RODRIGUEZ	RAY
ROHLOFF	SHERRON
ROMERO	TOMAS
ROMIJN	CORNELIS
ROMNEY	PEGGY LUREN
ROSE	KEVIN DENNI
ROSEMAN	BARBARA
ROSKELLEY	GAIL M.
ROWLAND	JACK
ROWLEY	GWEN
ROWLEY	HELEN MICHE
ROWLEY	RICK
ROWZEE	MICHAEL
ROYBAL	JERRY M.
ROYBAL	TIMOTHY G.
RUHSAM	JANET
RUNOLFSON	VELL L.
RUSSELL	MICHAEL TOD
SADLEIR	STEVEN
SAHM	JUDY
SAINSBURY	RUSSELL
SALAS	TERRI
SALAZ	RAYMOND
SALISBURY	MARILYN
SAMPSON	PAMELA TRAC
SANCHEZ	JOAN
SANCHEZ	RONALD JOHN
SANCHEZ	TONY
SANDERS	C ROBERT
SANGIORGIO	NICK
SARGENT	DAVID TROY
SARGENT	J MILAND
SCHARA	ROBERT
SCHAUGAARD	RONNIE
SCHELIN	JAY
SCHILDMEYER	SUSAN
SCHIPAANBOORD	DALE HART
SCHIRLE	CHRISTOPHER
SCHIRLE	TAMARA OLIV
SCHMIDT	GERALDINE
SCHUFT	ERIK
SCHUGK	DENNIS
SCHWEMMER	HENRY
SCOTT	DAVID
SCOTT	TIMOTHY
SEABURY	VIRGINIA

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
SEARLE-NIELSEN	MARION
SEMMENS	DANA
SESSIONS	GARY
SEVERANCE	DONNA
SEYBOLD	CONNIE L.
SEYMOUR	RODNEY
SHADIS	CATHERINE
SHADOAN	JAMES
SHADOAN	TAMRA
SHAND	MARGARET AN
SHAPIRO	EVAN
SHARICH	PAUL J.
SHAVERS	LISA LAUREL
SHAW	VERA PATRIC
SHELTON	CARLA
SHEPARD	KAREN H.
SHEPHERD	DENISE
SHEPHERD	JOHN LEE
SHEPHERD	KATHY
SHEPHERD	KENNETH
SHEPPARD	NATALIE
SHERWOOD	BILLIE
SHEWMAKE	MICKEY
SHULSEN	MATTHEW
SHULSEN	WALLACE
SHOELL	JEFF L.
SIBBETT	MICHAEL R.
SIMINGTON	MICHAEL
SIMMONS	LARRY
SINGLETON	DONALD
SINGLETON	IDALEE DORI
SKAGGS	RICHARD S.
SKINNER	LEONARD
SLOCUM	TIMOTHY
SMITH	DARIN
SMITH	ELIZABETH A
SMITH	EMILY
SMITH	GREGORY
SMITH	JAMES
SMITH	KEITH LYLE
SMITH	LAUREL
SMITH	LYLE
SMITH	PAUL
SMITH	RICHARD BLA
SMITH	ROBERT SAMU
SMITH	RONALD
SMITH	SCOTT
SMITH	SHELLEY A.
SMITH	TROY LEE
SMITH	W DALE
SMOUT	JOSEPH
SNOW	ORLO
SNYDER	RAYMOND
SONDRUP	KELLY
SOPER	KRIS
SORENSEN	KENNETH E.
SORENSEN	MICHAEL
SORENSEN	RANDALL
SORENSEN	RAY
SORENSEN	RONNI
SORENSEN	SHERRI
SORENSON	LOWELL GUY
SOUTHWICK	RANDALL
SPELL	ROXY D.
SPENCER	KATHLEEN
SPENDLOVE	DOROTHY
SPIELMANS	JOHN
SPILKER	MICHAEL
STAGG	VALERIE
STALEY	SCOTT A.
STAMPER	RONALD
STANLEY	PEARLINE AN
STANNARD	JUDITH
STARK	D LOUISE
STAUFFER	BRETT
STAUFFER	SHANNON
STEADMAN	ALLISON P.
STEBNER	MRYN
STEELE	EDWARD LEON
STEELE	ROBERT
STEIMLE	DENNIS
STEINFELDT	PAUL
STEINKE	RONALD EUGE
STEPHENSEN	GLORIA
STEPHENSON	BILL
STEPP	LYNDA R.
STEWART	JAMES ALAN
STEWART	JOSEPH
STEWART	LAMAR
STEWART	PAUL
STEWART	WALLACE
STICKLEY	JEFFREY
STILLMAN	MICHAEL TER
STIREMAN	PHILLIP
STIRLING	CLYDE
STOHEL	GLENN
STOHEL	RANDALL
STOHEL	REED
STONE	JOHN
STONE	THOMAS
STOWE-ST CLAIR	JOYCE
STRATEN	KATHERINE
STREET	ARTHUR
STRONG	GEORGE
STRONG	KELLY CLARK
STRONG	KENNETH
STRONG	ROBERT
STROUD	THOMAS
STUVER	MARIE T.
SUAREZ	ROBERT B.
SUKOWATY	JOLENE F.
SULLIVAN	RICHARD
SUMMERS	MYRON
SUNDQUIST	R JEFFERY
SWANTY	DEBORAH
SWARTZ	REGINALD
SWENSON	RONALD
SYLVESTER	SYLVIA
TALBOT	ELZO REX
TATE	RUSSELL
TAYLOR	ALLAN
TAYLOR	BONNIE
TAYLOR	CHAD
TAYLOR	CONNIE
TAYLOR	DON
TAYLOR	DONNA
TAYLOR	FREDRICK
TAYLOR	GEORGE ROHR
TAYLOR	JERRY LEO
TAYLOR	RONALD
TAYLOR	SPENCER L.
TEA	LARRY SHANE
TELFORD	MEL
TERRY	DANIEL MERL
TEZAK	VALERIE
THAYNE	DIXIE H.
THAYNE	WENDELL R.
THIRSK	KURT
THOMAS	BEVERLY
THOMAS	CECIL
THOMAS	CORNEL WILK
THOMAS	JESSIE
THOMAS	KYLE
THOMAS	MARIE
THOMAS	NEIL
THOMAS	PETER J.
THOMAS	RICHARD
THOMPSON	CHRISTOPHER
THOMPSON	DAVID D.
THOMPSON	DAVID RALPH
THOMPSON	DEMONT
THOMPSON	GARY
THOMPSON	JAMES MICHA
THOMPSON	KREY RONALD
THOMPSON	MYRNA ANN
THOMPSON	ODESSER
THORNE	SUZANNE
THORSEN	SHERRI
TIDWELL	MATTHEW ERI
TIPPETTS	DON NELSON
TITUS	MARY LYNN
TJAS	JEFFERY C.
TOBIASSON	LORAN
TOMKINS	LEON
TOMLIN	BRENT EDWAR
TONEY	JEFFREY ROD
TOPEL	NANCY C.
TORONTO	WESLEY PAUL
TORRES	JANEEN V
TOWNLEY	JOYCE
TOWNLEY	RICHARD
TROOP	THOMAS
TRUELSON	CATHY
TRUELSON	PAUL DAVID
TRUJILLO	FRED BERT
TRUJILLO	JOE D.
TUCKER	LYNN
TUFT	BERT JOSIAH
TURLEY	STEVEN P.
TURNER	GEORGE
TURNER	JERRY
TURNER	LORI W.
TURNER	WILLIAM
TURPIN	MARCIA FLET
TUTTLE	STEPHEN
TYLER	MICHELE
UHARRIET	MARILYN
UNSICKER	ANDREW
UPDYKE	M SCOTT
URIARTE	ANGELO
URIARTE	MICHAEL
VALEIKA	JUDY
VALERIO	JERRY
VALERIO	ROBERT RAY
VAN DYKE	RICHARD JAC
VANCE	LYNETTE
VANCE	REX LEE
VANDERVEUR	FRED
VANDETTA	JAMES L.
VANDYKE	ROSEMARIE
VANHORN	STEVEN
VANKATWYK	JOHN
VANVLECK	KAREN
VAROZ	BRETT
VAROZ	ERIC
VEGA	ANGEL LUIS
VELASQUEZ	DELORIS
VERGIN	TERRY
VIGIL	ROEMYRNA
VINCENT	DAVID
VINCENT	LIZ ANN
VREEKEN	BONNIE
WADDELL	PREALEAU
WADE	BRENT KEITH
WADE	CLAIR A.
WAHL	RAYMOND
WAHLQUIST	JANA
WALDEN	JENNIFER
WALDEN	JOHN
WALK	DEREK
WALK	LYNN E.
WALK	PATRICIA
WALK	REBECCA VEE
WALKER	ALAN R.
WALKER	BILLY RAY
WALKER	EARL
WALL	DEBBIE ANN
WALL	STEVEN D.
WALLACE	MARY
WALLER	LYNNE
WALTERS	LONNIE
WAMSLEY	TEDDYLUE
WARD	LYNN
WARD	WENDY
WARDLE	DARLA
WARDLE	ROBERT
WARNER	WADE
WARNICK	DEANNA
WARNICK	JOHN
WARREN	MORRIS
WASESCHA	BLAINE
WATKINS	MERLYN
WATSON	RICHARD
WATTERS	BRIAN CRAIG
WATTERS	DANIEL
WATTERS	SHERI
WATTS	JIMMY
WEAVER	DANA VINCEN
WEBB	JAMES E. JR
WEBB	NEWELL
WEBB	PAULINE
WEBB	RICHARD
WEBB	THOMAS
WEBER	RICHARD
WEEKS	LESLIE
WEGENER	JOHN

Utah Department of Corrections Employees

As of September 13, 1991

LAST	FIRST
WELCH	JANET JACK
WELLS	JAMES
WESEMANN	HUBERT
WEST	KORY DENNI
WESTENSKOW	RAY JULE
WESTOVER	KEVIN
WEWEE	DAVID
WEYDEMULLER	GLENDA
WHATCOTT	LAVON
WHATCOTT	LORNA
WHATCOTT	WESTON
WHEELER	JODI
WHEELER	JOSEPH
WHIMPEY	RICHARD
WHITE	GERALD RIC
WHITE	KENNETH R.
WHITE	MALAN
WHITE	ROBERT
WHITNEY	DALE
WHITNEY	LINDA
WICKENS	STEPHEN
WIECHMAN	BRENT
WIECHMAN	GAIL BECKS
WIECHMAN	VALERIE
WIGHT	RICHARD
WILDE	J LYLE
WILEY	DIANE KAY
WILKERSON	KENNETH
WILKIN	KALANI
WILKIN	SCOTT
WILKINS	KATHY
WILLARDSON	LYNN
WILLDEN	STACY
WILLIAMS	CATHERINE
WILLIAMS	KELVIN
WILLIAMS	KIMBERLY
WILLIAMS	ROBYN
WILLIAMS	SHANE K.
WILLIAMS	WARREN
WILLIAMS	WENDY LYNN
WILLIAMS JR	LOUIS DAN
WILLIS	CORNELL P.
WILMOT	BRYAN T.
WILSON	DAVID
WILSON	DON
WILSON	PATRICIA
WILSON	RONALD SCO
WILSON	SUSAN
WINDER	CAROL
WINEGAR	CLAUDETTE
WINN	HEIDI
WINTERS	CAMERON GR
WOLF	DAVID
WOLFE III	JAMES OREN
WOLFERTS	BRIAN
WOLTHUIS	BARTELT
WOLTJEN	WERNER
WOODBURY	MICH'EL
WOODMANSEE	FLORENCE
WOOLSEY	TAMRA G.
WOOLSTON	MARILYN
WORKMAN	DEBBIE
WORTHINGTON	D DAVID
WORTHINGTON	LORI
WORTHINGTON	THOMAS
WRIGHT	DALE GARN
WRIGHT	FREDERICK
WRIGHT	MICHAEL
WRIGHT	WILLIAM
WYCHERLEY	LYNDA
WYSOCKI	MICHAEL
YAKOVICH	WALTER
YARDLEY	KEVIN
YENGICH	PATRICIA
YONK	KAYLENE
YOUNG	BRAD A.
YOUNG	ROY
YOUNGBERG	RICHARD
YOUNGSTROM	WILLIAM
ZAKIS	CHERI
ZDUNICH	RICHARD ED
ZETTERQUIST	MICHAEL
ZICKELLA SR	ROBERT
ZIEROLD	VICKIE FAY
ZIMMER	AARON
ZIMMERMAN	JOANN
ZITO	CHARLES
ZITTING	L CHAD
ZOBELL	CARY
ZUNIGA	JAIME
TOTAL	1,709

1991 Annual Award Recipients

Utah Department of Corrections

1990 Annual Award Recipients

Walter E. DeLand Award

David R. Franchina

Roger B. Jones Award

Lt. William Christensen
San Juan Co. Jail

Dale Harrison Osborne Gold Medal of Valor

Chris Hase
Jeffery Sundquist

Silver Medal of Valor

Richard Billings
Larry Pate
Lee Case

Purple Heart Award

Dr. Van Austin
Reid J. Bean
Dennis Bringhurst
Wade Leiseke
Brad Young

Executive Director's Award

David A. Foley
James H. Gillespie
D. Mark Jones
Major General John L. Matthews
Gary Sessions
C. Kim Thompson
Frederick Van Der Veur
J. Lyle Wilde

Medal of Merit

Douglas J. Aitken
Kathleen J. Anderson
Cliff Butter
Dawn M. Carlson
Richard A. Clasby
Blair Evans
Sioeli Finefeuiaki
Karen Hampton
H. L. "Pete" Haun

Scott A. Pepper
Sally L. Powell
Dr. Frank M. Rees
Dale Schipaanboord
Debra Swanty

*

Daren S. Evans

Robert E. Leigh

Bonneville Sex Offender Program

Dr. Rosanita Cespedes
Avelina Gomez
Dr. Steve Kramer
David M. Ockey
Jerry Wood

Region III ISP Agents

Brad Bassi
John Bradley
Gary L. Crawford
Craig Meyer
Kevin Nitzel
Eric Varoz

Operation Tripod Team

Brent D. Butcher
Cathy F. Crawford
Patricia Dennis
Tom House
Lee O. Lindsay Jr.
Peter Nelson
Robert J. Poulton
James O'Shersky
Gerald R. White

Fireams Training Committee

Larry Chatterton
Brent Craven
Dale W. Smith
Joseph K. Smout

Region IV Staff

Scott Cullimore
W. Kenneth Goe
J. Bryan Henrie
Dale Johnson
Kent Jones
Richard B. Lindsay

Utah Department of Corrections

1990 Annual Award Recipients

CERTIFICATE OF COMMENDATION

LISA BALLANTYNE-JOHNSON
STEVE BARRETT
RONA KAYE EDRINGTON
KENNETH D. GILBERT
KENT R. KELLER
LEO S. LUCEY
PAUL MILLER
ADRIAN OVERTON
G. MARJEAN PETERSON
JEFF F. PURSER
JIM REED
TERRI A. SALAS
DONALD M. SINGLETON
JOE D. TRUJILLO
MYRNA P. VIGIL
E. GLEN WALKER

ROBERT BEEBE
KENT DEMILL
DAVID A. FOLEY

EXODUS PROGRAM
HAROLD BOGENRIEF
GLENN GETZ
KITTY GETZ
JOE L. GASSER
CLAUDIA GOATES
SUSAN HEADMAN

OQUIRRH V ESCAPE ATTEMPT
RON BERENDSEN
LEONARD LAWS
ROBERT L. MARSH
TIM PARKER

PUBLIC SERVICE AWARD

TAUNA L. DEGRAW
SAN JUAN COUNTY JAIL

EULA NEEL
STATE PURCHASING

REPRESENTATIVE MIKE DMITRICH
HOUSE OF REPRESENTATIVES

UTAH COUNTY
SHERIFF'S OFFICE

CITIZEN'S COMMENDATION

DAN JONES
KSL NEWS
HELICOPTER PILOT

KATHLEEN R. REIMHERR
SALT LAKE VALLEY
MENTAL HEALTH

KATHY OLSEN CARNES
SNOW COLLEGE

SHELLI STEVENSEN
OGDEN CITY MALL SECURITY

DESERT STORM SERVICE AWARD

JEANNIE BRUCKNER
VICKY D. BURGESS
RITA ANN CHAVIRA
SIDNEY D. CLEMENTS
DAVID DENSLEY
DAVID FARLEY
RON FLINDERS
BLEN FREESTONE
BLAIR S. GAHLEY
JOHN GLEDHILL
KIM HARWOOD
KENT HOGGAN
DOUG HONEY
RICK HUGHES
STEPHEN E. HUGHES
GARY J. HYLAND
MICHAEL F. JOHNSON
DR. ROBERT D. JONES
DONALD M. KELLEHER
DONALD E. KITCHELL
DEAN A. LANEY
LEONARD K. LAW
TERRY MACKEY
DAVID R. MESSERSMITH
DIETMAR E. MICHAELIS
LEON MYLROIE
LYNN RAY PULLEY
HENRY C. SCHWEMMER
WESLEY PAUL TORONTO
JERRY T. TURNER
DAVID J. VINCENT
BRENT E. WIECHMAN
RICHARD A. WHIMPEY
MICHAEL K. WRIGHT

Utah Department of Corrections

In Memoriam

Utah Department of Corrections owes a special measure of gratitude to those employees who have passed away during the previous year. Each of those listed below has been recognized by their peers for outstanding individual character, special abilities and unique contributions to the Department. Though their individual positions are now filled, there is a special void in the Department that can never be completely filled.

Vicky L. Hall, SSW

August 30, 1947 to July 13, 1991

With the passing of Vicky L. Hall, the Utah Department of Corrections would like to acknowledge her dedicated services. Ms. Hall began working for the Department of Corrections at the Utah State Prison in March 1990 as a Social Service Worker on the R & O Unit. She then transferred to B-Block in the Wasatch Facility.

She represented the Department well as she was dedicated in the type of services she provided for the Department and the inmates. With her good interpersonal skills, professionalism, energy, and enthusiasm, she was a strong inmate advocate as was evident in her quality of work and performance. She was respected by the inmates as well as all who came in contact with her.

Vicky was a native of Malad, Idaho. She received her undergraduate degree at Utah State University and completed her Master's Degree in Social Work at the University of Utah.

David Kingsbury

February 1936 - February 1991

David Eugene Kingsbury took a medical leave of absence from the Orange Street Community Correctional Center in early July 1990. He died six months later after a struggle with cancer.

Dave's career with the Department of Corrections began with two years at the prison. He then transferred to Field Operations as a Correctional Counselor. He enjoyed working graveyard shifts and was not particular about which days off he received. Dave possessed common sense and practical knowledge.

The most significant feature Dave brought to the job was his life experiences. He retired from the United States Marine Corps after 20 years of service. He worked for the Santa Barbara, California, Sheriff's Department for six years after leaving the Marines. Dave then came to Utah and worked for Corrections another 10 years.

This lifetime of service to country and community is an admirable accomplishment which will not be forgotten by those Mr. Kingsbury chose to honor with his friendship.

Hans Lang

May 1931 - February 1991

Officer Hans Land began working at the Utah State Prison in 1983 in the Maintenance Unit as the Tool Room Officer. He later transferred into the Enforcement Bureau where he spent the majority of his time working at the University of Utah Medical Center supervising inmates placed there for medical reasons. Officer Lang's final transfer was back into the Support Services area as a Laundry Transport and Relief Officer working in the laundry unit.

Officer Lang was most noted for his diligence and willingness to do the best job possible at whatever task he was assigned. He was always willing to go the extra mile and to help fellow staff in whatever was needed. Officer Lang will be missed by those who knew him and whose lives had been touched by his life.

Jerrold Wood

August 1935 - June 1991

Jerry Wood, a sex offender treatment agent at Bonneville Community Correctional Center, died June 24, 1991, as a result of complications from open heart surgery.

Jerry reached the 20-year mark in state employment this past May. In addition to working for the Department of Corrections he had also worked for State Planning, the Division of Rehabilitation Services, and Juvenile Court. He also spent three years as a professor at DeAnza Junior College in Cupertino, California.

Jerry was born August 7, 1935. He was a graduate of the University of Utah and held both bachelor's and master's degrees. Knowledge was very important to Jerry who was an avid reader and an expert in the area of sex offender treatment.

Co-workers and supervisors characterized Jerry as an individual who would never give up and who always expected the best of himself and others. His hard work with sex offenders and ability to combine sex offender treatment needs with community protection are a credit to both Jerry and the Department.

David L. Kjar

July 23, 1938 to August 6, 1991

David L. Kjar was a volunteer with the Family Home Evening program.